

Enterprise Zone Application for Renewal 2011

Draft – Work in Progress – for comment and review only

Part I: Distress Criteria

1. *List the U.S. Census tracts of the enterprise zone and detail any changes or modifications to its boundaries since the zone was originally designated. Provide a detailed map of the zone including the Census tract delineations.*

The enterprise zone in the City of Woonsocket consists of a portion of U.S. Census tract 173 (which captures mill buildings on Singleton Street); tract 174 (Fairmount); tract 179 (which includes redevelopment sites on Hamlet Avenue); tract 180 (which encompasses Main Street and the Social Street / Clinton Street commercial area) and tract 185 (the southeastern quadrant of the City, which includes Highland Corporate Park – Woonsocket). Please see Appendix A for a detailed map of the zone. See Appendix B for statistical analysis of enterprise zone coverage of the commercial space in the City.

2. *Using the most recent U.S. Census information available, describe the physical and demographic characters of the zone's Census tracts including land use patterns, poverty (percent of households below poverty level) unemployment (percent of labor force that is unemployed), overcrowded housing (percent of occupied housing units with one or more persons per room), median household income, per capita income and population loss (percent decrease in population).*

Census Data:

Tract	173*	174	179	180	185
Population 2000	3466	4282	3339	3145	2892
Population 2010	3223	4226	3049	2680	2831
% change	-7.00%	-1.30%	-8.60%	-14.70%	-2.10%
Number households 2010	1217	1519	1292	1454	1009
Median HH Income	\$ 47,241	\$ 30,901	\$ 30,204	\$ 15,467	\$ 51,292
Per capita income	\$ 21,886	\$ 16,549	\$ 18,208	\$ 16,925	\$ 19,933
Per capita income, as % of RI level	84.3%	59.8%	69.7%	62.9%	67.3%
Employed	1521	1534	1137	892	1250
Unemployed	220	150	129	149	28
% unemployed	12.6%	8.9%	10.2%	14.3%	2.2%
Households below poverty	198	524	292	562	106

level					
% below poverty level	16.3%	34.5%	22.6%	38.7%	10.5%
Overcrowded housing	28	12	8	50	12
As % of housing	2.3%	0.8%	0.6%	3.4%	1.2%

*Note: *Data for Census tract 173 is included for reference, but it should be noted there are no significant residential areas in the portion of tract 173 included in the Zone*

Source: U.S. Census Bureau 2006-2010 American Community Survey. Prepared by RISPP utilizing U.S. Census 2010 SF-1 and 2006-2010 American Community Survey data.

Part II: Accomplishments

1. *Provide data on enterprise business participation and job creation in the zone since the last redesignation. Highlight examples of businesses that have made significant impacts in terms of expansion and job growth.*

Since its inception, 32 Woonsocket businesses have been certified into the EZ program. Of those, 23 remain active today. In the period from 2006 – early 2011, 10 new businesses were certified. The inability to enroll LLCs and S-Corps into the program has had a profound impact upon program participation; several new businesses have opened in the Woonsocket portion of the Zone just in 2010-2011 and have chosen not to enroll since there is no immediately foreseeable benefit to doing so.

The table below presents Enterprise Zone (Cumberland and Woonsocket combined) business participation and job creation for program for the 5-year designation period covering 2007 through 2011. Please note that 2011 data represents information available to date.

YEAR	2007	2008	2009	2010	2011
EZ Member Businesses	35	35	34	37	39

New Member Businesses	4	9	5	4	2
EZ Certified Businesses	5	2	10	6	TBD
EZ Certified Jobs	13	15	185	140	TBD

Source: N.E. Economic Development Services, Inc. & Rhode Island Economic Development Corporation

2. *How has the City prioritized the use of federal funds in the zone since last redesignation (loan activity, federal funds for housing assistance and development in the zone, etc.)?*
 - a. CDBG
 - i. Stadium Theatre façade restoration grant - 2010: award will facilitate restoration of historic windows and metalwork over the marquee as part of a bigger project supported by several grant sources
 - ii. Restoration of banners and front doorways at Museum of Work & Culture; also, educational programming support - 2010
 - iii. Program support for YMCA (scholarships for disadvantaged youth / swim) - 2010
 - iv. Old mill buildings razed to make room for new middle school complex - 2009 completion
 - b. Historic preservation tax credits (completion of River Falls / City Side)
 - c. U.S. Army Corps of Engineers: complete rehab of flood control system, including refurbished dam (South Main Street), clearing of vegetation from river banks throughout the Zone
 - d. Drug Free Communities Support Program, Sober Truth on Preventing Underage Drinking (U.S. Substance Abuse Mental Health Services Administration (SAMHSA))
 - i. Funding received through competitive grant process led by Woonsocket Prevention Coalition
 - ii. “Lions and Tigers and Bears Beware” program targeted to middle school aged students, focuses on prevention activities around substance abuse, crime, and violence – 600 youth have participated over last 10 years
 - iii. Professional and community development training: various efforts have involved over 1,000 professionals in the last 10 years, topics / themes range from substance abuse prevention, youth development, non-violence / de-escalation training

- iv. Crime prevention: federal funding also provided to collaborative work with Woonsocket Police Department to establish crime prevention tip line, compliance checking system (re: serving minors) and community policing efforts
3. *Describe how the City has streamlined point-of-contact activity and the permitting process for zone businesses.*
- a. Most new businesses opening in Woonsocket do not need special licenses or permits beyond a certificate of occupancy for their space – there are no license requirements for doing business at retail
 - b. Food, alcohol, second-hand sales and holiday sales do require licenses; the City has a single licensing clerk who has many years of experience and expedites paperwork; most licenses are very low cost
 - c. Econ. Dev. is single point of contact for businesses looking to tackle major rehab projects (investments >100,000)
 - d. Fire marshal, alarm superintendent and building officials tour subject building(s) all at the same time and provide consolidated feedback and instructions
 - e. Econ. Dev. department facilitates logjams should they arise / alternate source of communication with outside parties
 - f. City is engaged in cost-benefit analysis of moving to electronic permit applications / building inspection reporting
 - i. Considering software that has been adopted in other nearby municipalities
 - ii. Seamless connections from assessor's database, to permit applications and inspections, to COs are part of the appeal of this upgrade
4. *Provide examples of enterprise zone businesses that have made significant capital investment in the zone including, but not limited to, new equipment and machinery, expansion and rehabilitation of existing real estate and new facilities.*
- a. Ralco d/b/a Plastics Group, 1112 River Street: significant investments in new manufacturing equipment and ongoing volume expansion; hiring 2-3 people every 6 months. Occupying temporary space at 151 Singleton Street mill for spillover volume / storage
 - b. Diversified Distribution, 128 Singleton Street: Relocated manufacturing operations to Woonsocket (foam injection operation) and expanded payroll
 - c. CVS/ Caremark, Park East Drive: a total of \$5 million in investment over the last five years
 - d. Summer Infant, Park East Drive: company has gone public and continues to grow payroll rapidly
 - e. American Cord & Webbing, Century Drive: 33% expansion of manufacturing floor space, consolidation of several operations at Woonsocket facility

- f. Technic, Inc., Park East Drive: purchased Birks building (Century Drive) and additional parcel; doubled footprint of existing building on current lot
 - g. CVS/Caremark, Founder's Drive : buildout /rehab of 400,000 sq. ft. warehouse
 - h. Lucena Brothers, St. Augustin Street: establishment of operations
 - i. Cabinet Gallery, Cumberland Hill Road: consistently hires additional employees year over year
 - j. Glycol Blending Solutions, new business at 840 Cumberland Hill Road: full build-out of recycling operation and hiring of employees
5. *Describe any enterprise zone related private or public sector redevelopment projects, e.g., mill redevelopment projects, Main Street revitalization projects, industrial park improvement projects, etc.*
- a. Market Square
 - i. CitySide night club was completed during the last 5 years and now compliments River Falls Restaurant in the Falls River Yarn complex (82 South Main Street); River Falls has DEM authorization in place to construct patio / outdoor dining area with view of Woonsocket Falls in 2012
 - ii. Mulvey's Hardware building (40 South Main Street) approximately 14,000 sq. ft. (gross). Ownership is Blackstone Valley Neighborworks; rehabilitation of building to include meeting space, indoor/outdoor market space and live-work space began in October 2011
 - iii. Museum of Work and Culture (City owned structure): City and Rhode Island Historical Society continue to support the Museum with direct operational support. City pays for utilities and provides direct, unrestricted City grant funds. City also has allocated CDBG funds to support programming and restoration of the façade (banners and doorways) of the structure.
 - iv. Le Moulin, "The Mill," at 68 South Main Street: EDC working capital loan was extended to primary business occupant / owner, Vogue Communications; City has entered into 10 year tax treaty (effective FY 2012); City CDBG grant for code compliance (heat); owner has invested nearly \$500,000 in rehabilitation efforts to date
 - v. Former welding supply building (125 South Main Street): same owner as River Falls complex. Building rehab began in 2010, including removal of old mill buildings and partial rehab (in progress) of wooden structure with commanding view of Woonsocket Falls
 - b. Main Street
 - i. 2 Main Street: after several years of vacancy, to be reoccupied / partially rehabilitated by a law firm
 - ii. Lee's Block (former Heritage Coffee Shoppe, 66 Main Street): undergoing rehabilitation / new owner
 - iii. Commercial Block (93-117 Main Street): new owner as of spring 2011; renovation plans in development

- iv. Honan Block (112-114 Main Street): artist owned and renovated; two new commercial tenants in ground level store fronts
- v. 141 Main Street: former bank building has been completely rehabilitated and is now used by social service agency / school for at-risk kids
- vi. Harris Block (City Hall, 169 Main Street): restoration of masonry
- vii. Ciro's Tavern on Cherry: renovation of upstairs banquet facility
- viii. Stadium Theatre, 329 Main Street: façade restoration is part of overall rehabilitation that includes adding functional work and meeting/gathering space for executive director and show sponsors; roof repairs and sprinkler upgrades also occurred in last 5 years
- c. River Street / Fairmount / Singleton Street mills & historic area
 - i. Complete renovation and reopening of Box Seats restaurant, 350 River Street (6 new full time employees and 8 part time)
 - ii. 84 Fairmount: large mill building has small business occupancy in minor outbuilding that was restored; working with owner for larger re-use plan
 - iii. 85 Fairmount: mill was a complete loss to fire; still has potential given opportunity to reactivate rail sidings and owner's intention to continue investment (wood pellet factory)
 - iv. Former Seville Dye plant, corner of First Avenue and Fairmount Street: Partially destroyed by arson and roof collapse from snow buildup, building was completely demolished and razed in summer 2011; site is now candidate for Brownfields and other targeted grants to allow for redevelopment
 - v. Sunnyside Avenue: Brownfields assessment underway on site of former dye house in Fairmount neighborhood
- d. Highland Corporate Park and Founders Drive area
 - i. New development possible on 7+ acres at corner of Park East Drive and Mendon Road; developer has cleared the land and has preliminary interest; City is seeking to re-zone to keep use consistent with Highland Corporate Park
 - ii. Hanna Instruments: completed large expansion of existing building in 2008
 - iii. Impreglon: purchased its building from IRBA in late 2010; plans were to double total employment in 2010-2011 time frame
 - iv. Supreme Dairy: rehabilitation of foreclosed, abandoned specialty building (enormous commercial cooler) on St. Augustin St.
- e. Elsewhere in the Zone or nearby
 - i. French Worsted Mill complex, 153 Hamlet Avenue: entire set of buildings is being razed currently (2 buildings down as of this writing), 6+ acres will be available for redevelopment
 - ii. Estimated potential investment by Steward into Landmark Hospital (if transaction approved) in the range of \$20 to \$25 million, a solid majority of which would be dedicated to emergency room. As an engine for future growth, much of the City's prospects are tied to the fortunes of the hospital; the

attraction of medical practices and related services are an essential part of the City's economic development plan

Part III: Course of Action

1. *What types of federal, local, and/or state funds will be targeted to support the zone over the next designation period?*
 - a. Federal: Ongoing CDBG program choices
 - i. Small Business Loan program: has been in place for last 2 fiscal years. Loans made to qualified small businesses to support employment of low to moderate income individuals. Loans made by a board of credit professionals; flexible terms.
 - ii. Façade restoration / code compliance grants: In addition to the Stadium Theatre and Museum of Work and Culture, City maintains list of "high priority" restorations and encourages applications for funds and supports grant administration, with emphasis on historic structures on Main Street
 - iii. Ongoing support for "scholarship" program for area youth with YMCA: supports swimming and other programs at YMCA through financial support to low income youth / children
 - b. Federal: EPA Brownfields grants – the City will continue to seek funding for necessary studies and remediation activities; targets include 229 First Avenue (Seville Dye plant site), 84 Fairmount (former cotton mill), Sunnyside Avenue (former dye plant site); some work is in progress already with some of these sites
 - c. Federal: NEA / Humanities grants – the City has prioritized the development of the creative community in the Main Street area (a State designated Arts & Entertainment District, as well as Enterprise Zone component); grant opportunities were sought in 2011 and will be pursued again over the next 5 years
 - d. Federal: Low Income Housing Tax Credit and Historic Preservation Tax Credit – the City and a developer are jointly pursuing opportunities to help fund the rehabilitation / reuse of the former Middle School on Park Place in the Zone for low income elderly housing units
 - e. Federal / State / Local: Clean Water Finance - the Woonsocket Water Department will be seeking over \$30 million in financing to bring its water treatment plant into full environmental compliance. Excess capacity is a marketing point for the City.
 - f. Federal / State / Local: Clean Water Finance – the Woonsocket Regional Wastewater utility will pursue over \$30 million in financing to comply with environmental orders regarding nitrogen levels in effluent. Sewer capacity is an important marketing point for the City.

- g. State: TIP funding (resurfacing) – The City has applied for several resurfacing projects within the Zone, most notably, Park East Drive, which serves the Highland Corporate Park – Woonsocket
- h. State: TIP funding (bridge rehab) – The City has targeted several bridges in the Zone for rehabilitation, including the South Main Street bridge (Market Square) and three industrial area bridges, Fairmount St., River St., and Singleton St.
- i. State: TIP funding (enhancement) – Woonsocket has applied for project funding to support the realignment of the Main Street bypass (a City road) and accommodate the Blackstone River bike path route through/alongside the downtown area, providing a direct tourist/recreation link to Main Street development efforts
- j. Local: Real estate tax incentives – the City has enhanced its Job Creation Incentive Program (JCIP) to include business expansion incentive going forward; this program specifically targets the state designated Enterprise Zone with an enhanced tax reduction
- k. Local: Real estate and tangible property tax treaty – Woonsocket will support new investment in the infrastructure at Landmark Medical Center by negotiating a tax treaty whose incentive levels and timing facilitate the contemplated major investments required to improve essential services to the community. Specific incentive clauses in the agreement will enhance tax relief based upon hiring practices, job training and education commitments by the new owner that will inevitably have an impact upon the Enterprise Zone
- l. Local: Real estate and tangible property tax incentives – the City will be designing and implementing a zone overlay to support the development of health care and hospital-related services nearby to Landmark Hospital should the contemplated transaction converting the hospital to a for-profit entity be approved by State authorities. Given the boundaries of the Enterprise Zone and the parcels available for redevelopment, the vast majority of the targeted areas will be within the EZ as currently designated
- m. Local: Transportation enhancement projects – the City maintains its commitment to period lighting fixtures, decorative/seasonal signage, and new directional signage (Highland Corporate Park and Stadium Theatre)
- n. Local: Public events and beautification efforts – Woonsocket City employees provide direct support in the raising of funds from private sponsors for various public events in the Zone, planning and staging the events, and conducting all necessary follow-up. Events include Holiday Stroll on Main Street, Pumpkins in the Park, Arts in the Park, Main Street Antique Car Shows. Beautification includes managing sponsored sign locations and associated flower beds at over 30 locations around the City, especially major “gateways.”

2. *What public services will be available to zone residents related to employment opportunities i.e., employee training grants?*

- a. Family Opportunity Centers: Within the Zone, there are currently 2 FOCs, one at Connecting for Children & Families funded through federal funds obtained by Senator Reed, and the other at Family Resources and funded through LISC. These programs provide a full spectrum

- of services to underemployed / unemployed individuals including job training, financial literacy instruction, and financial advice, all geared to help families generate income, build credit, and begin to save for longer term goals.
- b. Job training: Family Resources, administering federal and state job training funds, has over the years created targeted skills creation programs, including their current program in medical billing, that turn out qualified personnel for the local job market.
 - c. "Stepping Up" Program at Family Resources / Landmark Medical Center: 12 week joint training program, 7 weeks of classroom instruction at Family Resources and 5 week internship at Landmark prepares candidates for jobs in environmental services, reception, radiology and dietary assistance.
3. *Explain the procedure for expediting local and state regulation as they relate to enterprise zone business development.*
- a. This question is substantially the same as Section 2, question 3, please refer to our response to that question with respect to permitting procedures.
 - b. The City operates on a first-come, first served basis with respect to scheduling inspections and regulatory reviews (e.g., HAZMAT review of plans, where needed). For the past several years, overall public demand for these items has been slow due to economic conditions. In cases where there are numerous departments/functions involved in the review of a major project, if it will benefit the process, the economic development office will facilitate a group meeting to allow for efficient communication.
4. *Are there non-governmental agencies and/or organizations that support business development in the zone and assist residents seeking employment? If so, how do the towns support the efforts of these agencies/organizations?*
- a. Economic Development Foundation of RI (EDFRI): EDFRI directly manages the Cumberland side of Highland Corporate Park (the entire park is within the zone). Ongoing active development of parcels and enforcement of design standards keep Highland in the running for desirable investment from existing and new tenants. The City has requested that Park East Drive, the loop road that services Highland, be resurfaced as part of the TIP program; the City maintains a cooperative relationship with EDFRI that has included recent improvements to signage at the Park entrance.
 - b. Northern RI Chamber of Commerce: The Chamber serves as an information distribution channel for job training, business strategy / management skills training issues.
 - c. Family Resources Community Action (FRCA): Please note job training program description from previous response (Part III, question 2 (b)). City officials notify FRCA when aware that an employer is hiring; the City also refers qualified individuals to FRCA for training when appropriate.
 - d. Connecting for Children and Families (CCF): Ditto above.
 - e. Main Street / Riverfront Initiative (MSRI): Small non-profit made up of local business leaders focuses on development of business on Main Street; in the past, MSRI provided grants to support signage and small external improvements to make Main Street more

welcoming; currently, Main Street resources are being utilized to raise the profile of Main Street through social networking venues. The City cooperates directly with MSRI to jointly stage events on Main Street and participate in planning/design efforts.

5. *Are there any special programs designed to assist early stage businesses, minority and women owned businesses and income disadvantaged individuals looking to start businesses in the zone?*

The City operates a small business loan (SBL) fund using CDBG proceeds, in full compliance with all of the federal standards for the lending of those monies. The SBL program is administered by a board made up of commercial lending professionals, which has determined its own lending policies, loan limits, etc. In those policies, emphasis has been placed upon start-up loans of modest amounts, with the notion that job creation in low to moderate income neighborhoods in the City will predominately benefit new businesses in the Enterprise Zone.

Two prominent businesses in the City are on the State MBE list: Lucena Brothers and Cosco, both located in the industrial areas just off Route 99. Lucena Bros. participates in the EZ program as well as the local JCIP property tax concession.

6. *What does the City do to support the hiring of zone residents by new and existing enterprise zone member businesses? Are new member businesses encouraged to consider employing zone residents and are incentives clearly explained to member businesses?*

The City's Job Creation Incentive Program (JCIP) requires that new jobs be created in order for property owners to enjoy the tax benefit. Each year, the benefitting taxpayer must document to the City that it no less than 33% of its total qualified full time employees are residents of the City, or obtain a waiver from the City Council to continue in the program.

The JCIP works hand-in-hand with the Enterprise Zone program, giving deeper tax concessions to businesses that locate or expand in the Zone. New businesses are presented with the full range of local and state programs they may be eligible for upon locating in the City (building and other permits are communicated to the Economic Development Department), and that includes drawing attention to the maximum program benefit potential generated by hiring Zone residents.

Part IV: The Management Plan and Incentives

1. *Detail the role of the local Enterprise Zone Coordinator and the overall management plan for the zone.*

The City Home Rule Charter, City ordinances, and budget require and support an economic development department with a director (also responsible for another Department) and staff (currently, less than one FTE). The Director of the department coordinates all EZ activities, including verification of City letters of good standing, marketing the program (along with supporting City

programs) and job training / placement activities. During the past 2 years, the Director has taken an active and persistent role in lobbying the General Assembly to restore EZ credit eligibility to pass-through entities; many growing companies in this zone are S-corps or LLCs.

The Zone takes up such a large portion of the City's commercial and industrial areas, it is both an integral part of redevelopment efforts on its own, and Zone participants also benefit directly from all general economic development efforts made by the City. The City's Comprehensive Plan and economic development plan therefore govern efforts to promote the Zone, primarily to growing companies operating in target industries that can take advantage of Woonsocket's location advantages (access to highways and commercial rail, excess utility capacities).

The Comp Plan and ED Plan call for the redevelopment or removal of mill structures that occupy many of the largest industrial-zoned parcels in the City; the vast majority of these parcels are located in the Zone. There is a strong preference for commercial re-use of mills, which in many instances have structural integrity and utility connections that allow for redevelopment.

The City's historic Main Street area is entirely within the boundaries of the Enterprise Zone (as well as the State's designated Arts & Entertainment District).

2. *How does the City support and promote the zone.*

The City regularly interacts with its major business concerns in the Zone with personal visits and electronic updates on the City's fiscal condition and economic development efforts. The full range of federal, state, and local economic development programs that may be applicable are disclosed to businesses in written materials, and where necessary, contact information and application materials are provided. We provide assistance to businesses that wish to participate in the program and shepherd the necessary certificates of good standing through City Hall in a timely fashion to support the Council's documentation requirements.

The City is in the process of designing and implementing a marketing program that will draw attention to the City's competitive advantages, historic Main Street, and arts & entertainment district. Given the City's fiscal constraints, it is anticipated that the emphasis will be upon social media and other low cost outlets that allow for the greatest reach for the lowest investment. The existence of the Enterprise Zone will be an important component in this effort.

City officials have regularly testified in State fora regarding the value of the EZ program, and offered a number of suggestions for enhancing its impact.

3. *Detail the property tax stabilization incentive for new business investment in the zone.*

Please see the answer to Part III, Question 6 and the attached supporting materials regarding the City's Job Creation Incentive Program (JCIP).

4. *Are there any local initiatives that support the enterprise zone program and participating businesses?*

Please refer to the numerous program initiatives detailed throughout this application, specifically, the City's CDBG Small Business Loan Program; Job Creation Incentive Program; and expedited permitting policies and procedures.

Please also recall the City's involvement with and support for the Main Street / Riverfront Initiative, a private not-for-profit community organization that stages and manages events in and around the Main Street area for the benefit of the public and to draw positive attention to this significant portion of the Enterprise Zone. Further, the City is a partner with the Local Initiatives Support Corporation (LISC) in a community development "contract" that target specific neighborhoods, inside and outside of the Zone, for ongoing, comprehensive efforts to address long term issues of housing, workforce development, and quality of life.

The City undertakes any number of lesser efforts, that, added together, form the basis of support for the business environment in the Zone, including new signage at Highland Corporate Park (a cooperative venture with Highland businesses) and City-wide beautification initiatives in the form of multiple plantings of flowers in warm weather months.

5. *How are the issues of workforce development and worker readiness addressed?*

This is primarily an area of federal and state intervention. Numerous Woonsocket-based and statewide non-profits are actively engaged in the newest and most effective workforce development programs, including Blackstone Valley NeighborWorks, Family Resources Community Action, Connecting for Children and Families, Tri-Hab, RiverzEdge, and others; all with varying degrees of City support and interaction as situations warrant. The specific actions taken by the City are detailed throughout the rest of this application.

Part V: Community Feedback

1. *Have any problems, issues, or challenges surfaced in relation to delivering the enterprise zone program to the local business community?*

Woonsocket is a "small business town." Even our most rapidly growing companies are, for the most part, LLCs or S-Corps. The State's decision to restrict the EZ tax credit program to C-Corps has greatly reduced the reach, and therefore the effectiveness, of the program. The odd effect of the State policy has been to extend the credits to only the most successful, largest interstate or international companies. These entities are the largest employers in our City, but not necessarily the most rapidly growing. There are many difficulties of establishing a business in our land poor, economically distressed community; the EZ program can and should offset those challenges for small businesses as well as the larger ones.

The City has not encountered and is not aware of any administrative barriers to this program.

2. *Are there any suggestions for improving the overall effectiveness of the enterprise zone program?*
 - a. See above. Program is very limited in reach if not applicable to S-Corps and LLCs.
 - b. Mill buildings: Given the strictness of the newest version of the Fire Code, it has become even more daunting to take on the rehabilitation of a large old mill. The State may want to consider using a template similar to the mill building programs of the past to give owners more incentives / assistance for re-using these structures. One possibility is the creation of a one-time tax credit equal to the fees paid for professional architectural services associated with code compliance on large mill rehab projects.
 - c. Support demolition: our enterprise zone has a large number of old, vacant buildings whose cost of rehabilitation exceeds the value of the entire parcel involved. One way to eliminate this blight would be to allow for a credit to be taken against state income tax by the taxpayer if the property is redeveloped and only after a CO has been issued for the new building.
 - d. Restore historic preservation tax credit on very limited basis: for commercial re-use of listed buildings in enterprise zones. Similar to (a) above, but based on a different tax credit format and most likely would have wider (but still targeted) application.

3. *Are there any suggested changes or modifications to the enterprise zone program, including, but not limited to, the rules of procedure or the enabling legislation?*
 - a. To be an effective tool for urban revitalization, this program should be married explicitly to a whole long list of other state policies and planning objectives. While there is statutory authority for such coordination, in practice it does not appear that it is being used. There is some coordination (with the TIP program scoring system, e.g.) but even more would make the program better.
 - b. One area that might be easy to do is give review priority to all applications to any state regulatory authority that originate from an enterprise zone. While there is statutory authority for such coordination, in practice it does not appear that it is being used.
 - c. The Council could probably meet only quarterly and still complete its work.