Haiti Eco-Village Project

Microproposal for Sustainable Development Pilot Projects in Haiti presented by The Give Them a Hand Foundation (GTAH)

Give Them A Hand Foundation
GTAH
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Executive Summary

The Haiti Eco-Village Project is a unique 2-year pilot program that aims to create a Pilot/Model Eco-Village in Haiti, comprising a self-sustaining community of 500 homes for 3,000 residents. Our concept for an Eco-Village integrates safe and clean shelter with the necessary infrastructure for good nutrition, health services and education. Enterprise facilities that create jobs for local residents will be provided in a compact and dynamic community/village configuration.

Project Goals & Objectives

The Haiti Eco-Village Project will be a community-led effort that places Haitian community leaders, engineers, architects, educators, farmers and local citizens at the center of decision-making to shape the future development of their community.

The Project's major goals and activities are:

1) To provide a model of community design and development that is socially, economically and ecologically sustainable, which will:

- Educate, train and empower local residents to lead planning, design and village construction.
- Provide education in holistic, sustainable community design and development based on proven social, ecological and economic approaches to sustainability.
- Be consistent with the ongoing humanitarian relief effort by the international community.
- Be undertaken in cooperation with the Government of Haiti and operate under the principles of the Government's *Recovery Action Plan for Haiti.*
- Present a strategy for sustainable long- and short-term employment, based on the following project goals:
    - Near-term: Create approximately 150 jobs for local people over the two-year-plus duration of the project, and create employment as well as management and investment opportunities for a further 50-plus persons.
    - Medium-term: Create employment opportunities for 2 persons per household, or approx. 1,000 local people, over the next 5 years.
    - Generate over 1.3 million dollars of direct income to local Haitian employees through project activities.

2) Provide proof-of-concept for scale-up and replication of the model throughout Haiti by government and bilateral donors.

- Potential bilateral donors include, for example, the Africa Development Bank, which has expressed strong interest in funding the post-pilot scale-up phase of the Project.

Background and Rationale

The situation in Haiti continues to be one of large-scale displacement and acute humanitarian emergency. The January 12 earthquake displaced around 2.1 million people, of whom 1.3 million went to spontaneous settlements in the affected areas, and 600,000 to host families outside the affected areas. Additionally, many people who already lived in poverty and vulnerability before the earthquake have since fallen into humanitarian need.

Due to the nature of this disaster, a more traditional humanitarian emergency approach that delays re-building in favor of immediate aid will only extend the suffering of Haiti's people. According to both UN experts and the Government of Haiti, permanent and durable solutions to rebuild communities must take place immediately alongside the ongoing humanitarian relief effort.[1]

Sustainable solutions for Haiti's communities must simultaneously address these major obstacles:

Permanent Shelter

Housing is undoubtedly the sector most affected by the earthquake, whose overall damage caused amounted to US$2.3 Bn. Losses to the housing sector are estimated to be US$739M. The housing sector therefore represents about 40% of the effects of the earthquake.

The Government of Haiti is currently promoting a "Safer Shelter Strategy', which prioritizes a community-based approach to assisting the displaced; accelerating relocation; and supporting the re-building and re-occupation of houses.

However, relatively few people are returning even to houses assessed as safe. People who lodged with host families are leaving to return to cities that were vastly overcrowded prior to the earthquake, and many sub-standard camp settlements continue to exist. Reasons cited for failing to seek permanent safe housing include the fear of not receiving assistance if they leave the camps and inability to pay rent, among others.[2]

> All medium- and long-term solutions to Haiti's displacement problem and lack of permanent housing must be integrated with sustainable income-producing solutions at the local and community level.

Employment

Many affected Haitians state that finding a job is their first or second priority.[3] All solutions must be equitable: poverty in Port-au-Prince and to a large extent in other cities and towns is such that many people not directly affected by the earthquake (not injured, bereaved, homeless or unemployed, etc.) are nonetheless worse off than some who were affected and are now receiving assistance.

On a national level, The Government reports significant progress in drawing up a plan for regional development and targeted regional development strategies. There is less progress with respect to local needs for development planning.[4]

> To be sustainable, local development must be community-led, carried out in partnership with the private sector and civil society.

Investment and access to credit

The economic and financial system that is crucial for funding reconstruction and re-launching growth in terms of medium- and long-term employment has been greatly affected by the earthquake. Microfinance institutions were also badly affected, greatly reducing their capacity to meet the needs of families and small businesses that depend on them.

> Creating and maintaining employment for the population depends on re-establishing these institutions' direct connection to the local businesses and families that need their services.

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1 United Nations' *Consolidated Appeals Process (CAP) Mid-Year Review for Haiti (June 2010)*, and Government of Haiti, *Haiti Earthquake PDNA:Assessment of damage, losses, general and sectoral needs.*

2 United Nations' *Mid-Year Review for Haiti (June 2010).*

3 United Nations' *Mid-Year Review for Haiti (June 2010).*

4 Government of Haiti, *Action Plan for National Recovery and Development of Haiti.*

Agriculture

Today, agriculture is the most important sector in terms of the number of jobs in Haiti: it accounts for more than 50% of the workforce.

Yet Haiti uses about 80% of its export earnings just to pay for food imports; the local food supply is constantly threatened by environmental degradation and poor agricultural practices. Additionally, before the earthquake, the sector was recovering from the severe damage of the 2008 hurricane season that devastated more than 70% of the agricultural sector.

> Agricultural practices must avoid overloading ecosystems and initiate a cycle of sustainable development.

Access to Healthcare

Before the earthquake, 44% of seriously ill or wounded individuals surveyed declared that they did not have access to health services when needed because of the fees charged (this figure rises up to 50% for women). Adding to this situation, the earthquake either completely destroyed or seriously damaged 22% of all health infrastructures in Haiti.

> A priority must be to ensure quality local health services with reduced financial barriers to access by the poor.

The Eco-Village Project - A New Way Forward for Haiti

The Government of Haiti's Action Plan calls for spreading the population more evenly throughout the country. Towns that are to become development centers must provide opportunities for economic development, job creation and quality of life for the population, in order to keep them in the region.[5]

To do this, local communities and NGOs in Haiti must work together with public and private experts from the international community to pilot and prepare for scale-up truly innovative, sustainable and groundbreaking approaches that create jobs and homes where they are most needed.

With a successful track record of leveraging resources and expertise for development in Haiti and other countries, and a network of partners on the ground and in the U. S. that includes local grassroots organizations, internationally-renowned environmental and community design experts, microcredit institutions, prominent members of the Haitian Diaspora in the U. S., and direct access to the Government of Haiti, the Give Them a Hand Foundation (GTAH) is uniquely positioned to help address this gap.

Project Design & Implementation

The Haiti Eco-Village Project should be seen as an integral example of the public-private enterprise approach that Government of Haiti's *Recovery Action Plan* for reconstruction calls for – one that is entirely necessary to, supportive of and consistent with the National Plan.

The Project presents a package for both public and private donor-investors at each phase of piloting and scale-up. Potential donors may be confident that each element of the Project will be peer-reviewed and vetted for relevance and feasibility, and that each is part of an orchestrated strategy with links to the broader reconstruction program.

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5 Government of Haiti, *Action Plan for National Recovery and Development of Haiti.*

Development of Pilot/Model Eco-Village

The concept of an eco-village is a multi-faceted approach to developing sustainable communities focused on ecological design, ecological building techniques, green production, alternative energy, and community-building practices, all of which are aimed at producing self-sufficient local economies and sustainable economic development.

The Pilot/Model Eco-Village will involve the development of a self-sustaining community of 500 homes for approximately 3, 000 resident on 50+ acres of land near Léogâne, a coastal city in Ouest Department about 18 miles west of Port-au-Prince. This community was at the epicenter of the January earthquake, with estimates of 80-90% of buildings in the area sustaining heavy damage. The Eco-Village will integrate safe and clean shelter, with the infrastructure for good nutrition, health services and education. Enterprise facilities that create sustainable jobs will be provided in a compact and dynamic community or village configuration. Community facilities such as schools, recreational spaces, gardens, and a health clinic will be integrated within the Village. Electricity production to a grid from PV arrays will also be a component of the community.

Phase I Major Activities: Initial Planning & Design

Activities undertaken during the first phase of the project involve development of the plan, design, and final location of the village and identification of village residents.

i) Project Community Leadership: During this activity, key local officials and government entities will be identified for discussions concerning issues such as placement, location and integration of the services into the national system and land registration and titling.

ii) Community Planning Workshops: Over a 3-month period, a process of intensive community consultations led by the community development NGO NEGES Foundation will occur through a series of workshops to develop and analyze the village plan, share the vision for the project and provide input on final design and implementation. Additional meetings and consultations will also take place with key government officials at the local and national level and with relevant international organizations to ensure that appropriate input has been received about the project direction. Partners will also include the Fondwa University in Haiti, as well as local grassroots NGOs on the ground such as AMURTEL.

These workshops in Haiti will be supplemented by consultations in the United States with individuals and groups from within the Haitian Diaspora, including engineers and architects and other planning/environmental experts who will also be encouraged to provide input and advice on the project.

iii) Preliminary Engineering and Infrastructure Plans: A site visit will be carried out by the Project's Engineering Team to begin formulation of the preliminary project engineering plans. Detailed preliminary plans for infrastructure and water treatment, to include assessment of environmental impact and remediation, will also be developed and reviewed as part of this process.

iv) Detailed Preliminary Design Plan: Following consultations, a preliminary development Design Plan will be formulated that fully addresses:

- Land acquisition
- Housing occupancy selection process, using transparent criteria
- Village infrastructure development and management

- Development of key community services, including water supply, roads and transport, enterprise zones, community centers and medical clinic
- Logistics and construction
- Demographic assessment of 1,500 participating household groups

Phase II Major Activities: Key Infrastructure and Site Logistics

i) Construction Site Logistics: Including local procurement, transportation, security and storage of construction materials for the project.

ii) Eco-Village Living and Learning Training Center: This center will play a key role during the construction phase in facilitating human resources training for project elements, including training of local workers for project construction. Over the life of the project, the center will evolve into a base for project elements such as eco-tourism, enterprise management, information technology, aquaculture, etc. based on specific sub-projects that emerge.

iii) Road and Utilities Development: The first phase of the project will involve development of the utilities including the systems for delivering hot and cold water, electricity, waste disposal and drainage lines, underground glass cable wiring, and telephone connectivity.

Phase III Major Activities: Site Construction

i) Eco-Village Construction: Construction will take place utilizing teams of local labor, comprised of skilled individuals identified from the community surveys as well as from inputs provided through the community consultation process. The construction process will also involve local producers of building materials such as cement. The final project design will integrate strategies for use of local as well as recycled materials.

ii) Medical Clinic and Village Services: This major activity will begin with the construction of the roof, plumbing and electricity of an existing unoccupied medical clinic that is currently on the proposed project site near Léogâne. Schools, community centers and recreational fields will be constructed to ensure that individuals housed at the Eco-Village have appropriate service delivery.

iii) Housing: The housing development will occur in phases, with groups of 100 houses completed in each phase. Structures will be built on concrete slab foundations (with recycled rubble aggregate) and framed and enclosed with regionally-available materials.

iv) Public Spaces:

- Public plaza development, including a community building as a multipurpose space for municipal and cultural events
- Enterprise Center to foster entrepreneurism, encourage local business ownership, and support access to national and international markets.
- Green Spaces for indigenous agriculture
- Garden plots for local food production
- Larger agricultural fields

Phase IV Major Activities: Post-Construction

i.) Housing Occupancy: Properties will be assigned on a rolling basis according to transparent criteria. All legal processes will be completed to establish the new owners' legal right to the property.

ii) Community Marketplace and Commercial Zone: Includes development spaces for local shops as well as an area for small vendors to sell products.

iii) Enterprise Zone: The enterprise center's construction will take place immediately following that of housing, and will include construction of the sites for the development of larger businesses that will be designed to accommodate and facilitate local employment. This portion of the project will be undertaken in cooperation with the local private sector, whose roles and responsibilities will be finalized as part of the detailed project planning phases. The Project intends to closely coordinate with microfinance institutions such as Grameen Bank and others to secure flows of "patient capital" for the various sub-projects undertaken by the Enterprise Zone, i.e., investments in social business that can be repaid over a longer time horizon without requiring dividends.

iv) Utilities Management: A team of local Haitians will be trained to maintain the Eco-Village's road and utilities system. Revenue requirements and plans for long term utilities management and maintenance will be developed in the detailed planning phase.

v) Medical Clinic: The Eco-Village Project will construct as well as staff and fully equip a local medical clinic, which may include reconstruction on the site of a previously existing clinic depending upon the final choice of the Eco-Village's location. Plans for the management and operation of the medical clinic will involve coordination with the Association of Overseas Haitian Physicians, a U. S./Haiti-based international NGO which will provide a rotating team of doctors and nurses to provide access by the community to comprehensive, cost-effective health services.

Project Budget and Timeline*

Major Activity Group	Phase 1 Month 1-9	Phase 2 Month 10-15	Phase 3 Month 16-27	Phase 4 Month 28-36	Total Month 1-36
Project Management	$ 316,875	$ 211,250	$ 422,500	$ 316,875	$ 1,267,500
Eco-Village Design & Construction	$ 634,063	$ 1,215,875	$ 4,285,500	$ 2,645,688	$ 8,781,125
Consultants	$ 38,950	$ 18,575	$ 42,150	$ 32,863	$ 132,538
Contracted Services	$ 271,783	$ 74,475	$ 156,450	$ 146,025	$ 648,733
Equipment	$ 119,200	$ 3,750	$ 202,500	$ 130,625	$ 456,075
Other	$ 169,450	$ 73,620	$ 133,240	$ 94,970	$ 471,280
Subtotal	$ 1,550,320	$ 1,597,545	$ 5,242,340	$ 3,367,045	$ 11,757,250
Indirect Cost (5%)	$ 77,516	$ 79,877	$ 262,117	$ 168,352	$ 587,863
TOTAL	**$ 1,627,836**	**$ 1,677,422**	**$ 5,504,457**	**$ 3,535,397**	**$ 12,345,113**

* Presented in condensed format - for a full breakdown of the Project's estimated budget and timeline, please see Annexe 1 (attached).

Project Monitoring & Evaluation

In conjunction with the ongoing work of the Project, an independent evaluation will be undertaken by Dr. Marc Holzer and Rutgers University's School of Public Affairs and Administration, aimed at measuring the project's goals and outcomes against specific bottlenecks and strategic levers that will be addressed

(e.g., economic, environmental, cultural/behavioral, legal, financial, etc.).

In addition, Rutgers University as the Independent Evaluator will assess the project's progress and achievements in the wider context of Haiti's development and the Government's Action Plan, to assess its potential as a strategy for sustainable long- and short-term employment as well as the conditions needed for successful replication.

Project Management & Organizational Capacity

In order to oversee and facilitate the work of this project, we will convene a Steering Committee of technical experts drawn from the Earth Rights Institute (ERI), the NEGES Foundation, the United African Congress, Engineering Ventures, P.C., and the Hauirou Commission, our prospective NGO sub-grantees who will help undertake a major portion of the project's activities, as well as the Independent Evaluator, key members of the Project's working groups, and others as needed. (For details concerning the membership of these working groups, please see below.) The Steering Committee will be chaired by Mr. Gordon Tapper, President and CEO of the Give Them a Hand Foundation (GTAH), whom we propose as the Principal Investigator of Project.

The Steering Committee will: contribute to the preparation and coordination of all Project meetings, which will be held on a quarterly basis; provide technical assistance; facilitate the harmonization of inputs made by all partners and sub-grantees, especially those who will be working closely with local community groups; support the development of the proposed areas of work; and promote the project's outcomes that are generated by its activities, in order to effectively make the case for scale-up and longer-term investment. Also, we may invite external experts who are specialists in areas such as sustainable development and microfinance, e.g., Columbia University's Earth Institute and Grameen Bank, etc., to work with the Steering Committee and working groups to ensure the success and sustainability of all activities undertaken.

An Advisory Committee will be formed of technical experts drawn from the United African Congress, our other sub-grantees, and representatives from our government and NGO partners as needed. The Advisory Committee is expected to provide valuable guidance to the Steering Committee and working groups regarding implementation, scale-up and sustainability for each element of the Project. The Project Management team will meet with the Advisory Board on a quarterly basis to provide updates on project implementation and development.

Project Management Roles & Responsibilities

The Give Them a Hand Foundation (GTAH), whom we propose as the Project Leader and legal grantee/steward for all funds donated to the Project, is a U. S. 501(c)(3) not-for-profit organization that was originally founded in 2005 as a partnership initiative within the diplomatic community, bringing together Ambassadors, UN Staff Members and Retirees, other NGOs, Private Sector and UN Substantive Departments in order to undertake humanitarian projects intended to improve the quality of life of needy communities around the world, helping them to achieve some measure of the Millennium Development Goals (MDGs).

GTAH, whose financial management team includes personnel who have extensive experience making sub-grants, providing financial and administrative oversight and executing contracts on behalf of leading international NGOs, will receive, distribute and monitor all Project funds that may be awarded, in consultation with the other partners. GTAH will monitor and evaluate all administrative and financial aspects of project activities, including quarterly on-site visits to evaluate progress. GTAH will also perform all inter-

im and final reporting to donors and any associated monitoring organizations, which will include specific details on deliverables and milestones as well as financial utilization.

Earth Rights Institute (ERI) is a US-based 501(c)(3) founded in 2001 and affiliated with the University of California at Los Angeles (UCLA), with extensive expertise in founding eco-villages around the world, particularly in Africa. ERI promotes hands-on education in sustainable development and activities that both protect the environment and redress environmental degradation where it exists. ERI is a part of the global eco-village network.

United African Congress, Inc., is a U. S.-based not-for-profit membership organization organized for charitable, educational, scientific, and cultural purposes, which represents the interests of 3.5 million continental Africans throughout North and South America. The United African Congress' mission is to improve the living conditions of the people of Africa and the African Diaspora as well as promoting good governance and democracy in all countries where these groups reside.

Dave Sellers and Company is a leading U. S.-based architectural and planning firm that specializes in global environmental and community-related design and planning ventures that include ecologically-oriented communities ranging in population from 100 to 5,000 people.

The NEGES Foundation is a U. S./Haiti-based not-for-profit organization whose mission is to foster all aspects of community development in Haiti, including educational needs of the young, providing quality health care to all, and preservation/restoration of Haiti's environment. Formally founded as a public charity in 1998, NEGES' leaders all have more than two decades of on-the-ground experience organizing financial and programmatic support for the people of Haiti.

Ocean Futures Society, founded by Jean-Michel Cousteau, is a leading international NGO and non-profit 501(c)(3) organization whose mission is to educate communities and the wider public in sustainable techniques to use and preserve the global ocean and its ecosystems.

The Huairou Commission is a multi-national coalition network of grassroots institutions and individual professionals accredited to the ECOSOC (Economic and Social Council of the United Nations), that links women's community development organizations to partners from the public and private sectors. The network's goals are ensuring equitable access to resources, information sharing and a vibrant civil society in the countries they work in. Since the January 2010 earthquake, Huairou has worked on the ground supporting Haitian women and women's issues-focused NGOs to formally participate in the relief effort through the recovery and reconstruction stages. The organization has also been active pre- and post-quake in developing women's centers throughout the country.

Engineering Ventures, P.C. is a leading U. S.-based firm known for its innovative designs and strong expertise in civil and structural engineering, with a particular focus on using "green" building techniques for medium- and large-scale municipal and community projects.

L'association des médecins haïtiens à l'étranger, or The Association of Haitian Physicians Abroad (AMHE), is a U. S.-based membership organization and public charity that was founded in1972 by a group of Haitian physicians to contribute to the advancement of medicine and the betterment of public health in Haiti and to promote the health and interest of the Haitian immigrant community at large.

AMURTEL (International Development Community Assistance Disaster Services) is an international NGO

whose focus is to help the most marginalized groups in society, including destitute women, orphans and vulnerable children, the handicapped, victims of war and natural calamities, and the elderly. In Haiti, AMURTEL currently facilitates inclusive and participatory forums with communities to help provide structure and build local capacity to absorb and distribute aid from large-scale international agencies, thus preparing the ground for future sustainable community development.

The Rutgers University School of Public Affairs and Administration (National Center for Public Performance) is one of the top U. S. educational and research institutions for public affairs and administration. Marc Holzer (M.P.A., Ph.D. University of Michigan) is Dean of the School of Public Affairs and Administration and Board of Governors Professor of Public Affairs and Administration at Rutgers University's Newark Campus. He is a Fellow of the National Academy of Public Administration and of the World Academy of Productivity Science. Dr. Holzer is also a recipient of several national and international awards in the field, including the Distinguished Research Award from the National Association of Schools of Public Affairs and Administration and the American Society for Public Administration (2009) and the Sweeney Academic Award from the International City Management Association (2005). His international work has been recognized by the Senator Peter B. Boorsma Award (2002), the Presidential Citation of the American Society for Public Administration (2003), and the Chinese Public Administration Society Award for Excellence (2002).

Project Working Groups

Project Management Team: The management team will consist of two Project Directors who will be assisted by a local Haitian field director, hired in-country.

Architecture Team: The lead architect will be assisted by a team of three including a planner/architect, an architect/engineer and architect/contractor who currently work with Mr. Sellers. The construction Supervisor and construction teams will also report to the lead architect. We will hire a local construction supervisor and construction personnel and exact numbers will be determined as part of final site plans.

Security/Logistics: Project security logistics will be handled by a logistics assistant to be hired in-country. During the resident move-in phase, this will be enhanced by a 6-person locally-based maintenance crew to assist with moving families into the Village.

Engineering Team: The Engineering team will consist of three staff from Engineering Ventures and two local engineers who will be hired from the target community.

Community Planning, Outreach and Education Team: Team leaders will supervise two up to ten locally-hired staff to perform data collection and outreach on surveys and one intern who will be hired to assist with data analysis.

The Living and Learning Center will be developed with the combined effort of NEGES and ERI. Day to day administration will be the responsibility of two locally-hired staff to serve as Director and Administrative Assistant. The center will utilize a budget to provide stipends for locally-hired teachers and interns providing courses for the center.

Environmental Design Team: Cross-functional team drawn from Dave Sellers Architects, Ocean Futures and Engineering Ventures, P.C.

Sustainability and Enterprise Team: Cross-functional team drawn from NEGES Foundation, ERI and Ocean Futures to initiate and develop viable entrepreneurial activities within the community over the

medium- and longer-term, with NEGES as the Team Coordinator.

U. S./Haiti Legal Team: This team will include a U. S.-based attorney to handle overall legal issues concerning the Project and serve as an external compliance advisor to the Principal Investigator and GTAH in their role as legal grantee of record. Additionally, the Project seeks to hire qualified lawyers within Haiti as resident experts to handle all legal and property issues concerning title and all contractual matters in the field.

Haiti Eco-Village Project – Annexe A

- **Project Timeline**
- **Estimated Project Budget (full)**

Project Timeline

The following timetable reflects each of the necessary project phases. Given the emergency nature of the need for permanent housing, all efforts will be made to expedite the timetable below to move towards the construction phase in a rapid and timely fashion. The timetable is also dependent on conditions on the ground and the schedule of appropriate community and government approvals. Detailed cost estimates and construction plans will be prepared following completion of Phase I.

Phase I

Project Months 1-3

- Project team preparation and Haiti assessment trip
- Development of engineering goals and principles
- Identification of potential key community leadership team
- Prepare materials for community consultation process (location, outreach to participants etc, translation materials French/Creole) and community outreach
- Recruit local Haitian community consultation, field and logistics coordinators and engineering staff
- Finalize plans and begin roof construction of site existing medical clinic
- Conduct first phase workshops to local community to convey eco-village concepts and practices
- Consultation with project advisory bodies New York
- Finalize decisions on community project leadership
- Consultations with government officials
- Team retreat

Project Months 4-6

- Community consultations and outreach meetings on village design
- Expert consultations and focus groups
- Use inputs for development of preliminary design plans
- Recruitment and training of community mapping and field survey team
- Finalize decisions on project location
- Architecture/engineering team site visits
- Develop preliminary project plans and environmental review
- Community survey staff recruitment, training implementation
- Prepare Living and Learning Center site
- Hire Living and Learning Center staff
- Team retreat

Project Months 7-9

- Finalize design plans and share with community
- Receive project approvals from government agencies
- Commence Living and Learning Center operations
- Selection and training of construction teams
- Hiring and training of security team
- Legal procedures & land acquisition

Phase II

Project Months 10-12

- Construction preparation, including shipment of construction materials
- Selection of company for provision of concrete
- Construction of site office for construction team and temporary worker housing
- Commence development of initial project infrastructure

Project Months 13-15

- Development of project infrastructure
- Construction commences

Phase III

Project Months 16-21

- Construction phase
- Movement of residents - first phase

Project Months 22-27

- Construction phase
- Movement of residents - second phase

Phase IV

Project Months 28-36

- Post-Construction Phase
- Enterprise Zone and services implementation