

**MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM**

**WHITTIER**

**NRP PHASE II**

**NEIGHBORHOOD ACTION PLAN**

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**MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM (NRP)**



**WHITTIER  
NRP PHASE II NEIGHBORHOOD ACTION PLAN  
January 20, 2005**

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# I EXECUTIVE SUMMARY

## The Planning Process

February 26, 2001	Eligibility requirements for entry into NRP Phase II met – 98.4% contracted and 90.7% expended.
April 26, 2001	NRP Steering Committee formed to oversee Phase I plan evaluation and to develop Phase II Participation Agreement.
July 14, 2001	Phase I review and Phase II Participation Agreement accepted by neighborhood vote.
August 20, 2001	NRP Policy Board approved WA Phase II Participation Agreement, funded by redirection of Phase I funds.
February 2002 to March 2002	Data collection phase included 30 focus groups and 275 surveys conducted in English, Somali and Spanish languages.
April 2002 to August 2002	Plan development phase included 19 meetings of the Steering Committee, 15 work group meetings, and 16 presentations to the WA Board.
September 25, 2002	NRP Phase II Plan approved by unanimous neighborhood vote.
September 26, 2002	NRP Phase II Plan accepted by unanimous Board vote.
April 19, 2004	NRP Policy Board adopted revised neighborhood allocations.
Fall 2004	W.A. Board and NRP Steering Committee revised funding allocation from \$7,336,000 to \$2,466,446.
January 20, 2005	W.A. membership and Board approved the revised Whittier Phase II Plan Action Plan.

## The Plan

A. Housing	\$1,414,210 (57.34% of total plan dollars) designated for housing issues. The Goal, “Quality housing opportunities for households at all income levels,” will be achieved through single and multi-family housing programs.
B. Safety	\$213,500 (8.66% of total plan dollars). The Goal, “A Whittier neighborhood that looks and feels safe,” will be achieved through increased public and private lighting, Block Club organizing, and police and citizen patrols. Safety and youth concerns tied for first place in neighborhood-identified issues.

- C. Youth \$202,316 (8.20% of total plan dollars). The Goal, “A welcoming and supportive community for children and youth and their families,” will be achieved through a focus on coordinating youth services, and expanded youth opportunities. NRP Phase I made significant investments in facilities. Phase II will work to maximize that investment through youth-serving organizations and programs outside of the WA. Youth and safety concerns tied for first place in neighborhood-identified issues.
- D. Business and Local Economy \$175,316 (7.11% of total plan dollars). The Goal, “A vibrant and healthy economic community,” will be achieved through investments in public infrastructure (parking); loan programs for businesses, business owners and mixed-use developments; support from the WA to create and sustain a business-friendly neighborhood climate, and a focus on small business and new American business owners.
- E. Community Building \$34,000 (1.38% of the total plan dollars). The Goal, “To create a sense of community and dialogue in the Whittier neighborhood,” will be achieved through understanding the challenges of a diverse community and establishing programs and services for the WA to reach out to the “International Neighborhood.” A focus will be on the needs of the English-as-a-second-language community.
- F. Implementation \$427,104 (17.32% of the total plan dollars). The Goal, “To implement the NRP Phase II Plan,” will be achieved by hiring and retaining staff needed to help volunteers to implement the plan over a five-year period.

## II INTRODUCTION

In 2001, the Whittier Alliance and the Whittier Neighborhood began a new decade of progress with Phase II of the Minneapolis Neighborhood Revitalization Program (NRP). Building on our past accomplishments (Addendum A), we will come together as a community once again to build our second tier of NRP.

Whittier has taken the lead from the beginning and built a community with respect for each other, while at the same time rejuvenating our business community and building and renovating our housing stock. As the International Neighborhood, we will continue to include the diverse voices of Whittier in our work in Phase II.

Becky Olson, volunteer, Whittier resident and apartment manager since 1976, current Board Vice-Chair and NRP Steering Committee Chair summed it up nicely, “ The excitement and volunteerism in Whittier is high with our future in mind. Ideas and dreams have come forward from the four corners of Whittier. Using our diverse volunteers, to develop the Whittier NRP Phase II Action Plan, the Whittier Alliance moves forward once again to lead other neighborhoods in Minneapolis through the second 10-years of NRP. Our dreams came true in the 1990’s, they will come true in the future too! This is yet another success for the Whittier Alliance and the entire neighborhood.”

Our Participation Agreement (Addendum B) described how the Whittier Neighborhood would organize, develop, review, and approve our NRP Phase II Neighborhood Action Plan (NAP). It also described how information would be made available to community members, including residents and people who work here, as well as those who own property or a business in the neighborhood. Our action plan will ensure that the plan development and review process is open and fair and that the priorities in the NAP address the needs, concerns, and opportunities presented by the diverse populations and interests in Whittier.

### **Background and Preparation**

The Whittier Alliance began creating the Whittier NRP Phase II Action Plan in spring 2001. Inspired by a community volunteer who is also a research professional, a steering committee of Board members and neighborhood volunteers created a model for community engagement that combined outreach with data gathering. Community members greeted the task with enthusiasm, creating a neighborhood-specific written survey and focus group questions for the project. From January - March 2002, the Whittier Alliance held 30 focus groups. 15 volunteers were trained in group interview facilitation; each volunteer administered a written questionnaire, led a discussion, and presented a 1-page written report for each group interview. 325 community members were invited to join focus groups through a reverse phone directory - nearly 150

community members participated in group interviews; there were 275 completed surveys.

Special care was taken to involve major constituencies in Whittier, including families, youth, renters, homeowners and property owners, business owners, and Spanish- and Somali-speaking community members. Between April - July, there were 10 community meetings to turn the initial data into a plan that will be used to guide the Whittier Alliance and Whittier Neighborhood over the next 10 years.

### **Summary and Highlights**

The Whittier neighborhood, under the direction of the Whittier Alliance, has developed a comprehensive, action-oriented plan from the survey and focus group data. We believe that the plan, created by and for the Whittier community, will help us to be both productive and efficient in our work with the Whittier neighborhood. We also believe that the *process* by which the plan was developed is inclusive of the Whittier community and as important as the outcomes. Highlights include:

- ❖ Most comprehensive process: Our Participation Agreement to begin the NRP Action Plan process was hailed by the NRP Policy Board as the most comprehensive outreach and planning process ever attempted by any neighborhood.
- ❖ Volunteer-directed and community-based: The entire process was directed by volunteers and supported by professional staff. At *every step* in plan development, the entire community was informed (in three languages – English, Spanish and Somali) and invited to participate.
- ❖ Specific and achievable: The outcome of this process is a plan that we can really accomplish!
- ❖ Based on experience: In 1992, Whittier endorsed our first Neighborhood Action Plan under the auspices of NRP. Whittier leveraged the original \$8 million to over \$27 million invested in our community and used our first Action Plan to achieve dynamic results: a new school, new bookmobile, new homes, a renewed commercial corridor, and much-needed home, commercial and rental property loan programs.

## **Our Strategy for the Action Plan!**

As data from the focus groups and surveys were analyzed, five major priorities emerged to shape our next 10-years: **Safety, Youth, Business & Local Economy, Housing and Community Building**, as well as Administrative Funds (to implement the plan). The Whittier Alliance is enthusiastic about the possibilities stemming from this broad community-driven plan.

Whittier will leverage these funds whenever possible, and will try to balance 1) human capital and bricks and mortar capital and 2) one-time expenditures and revolving funds, as well as building collaborative partnerships with existing community assets. This challenging strategic planning has provided essential direction for future program planning, fundraising, and community efforts, and we are eager to embark on the next stage of development for the Whittier Alliance and the Whittier Neighborhood!

## **Funding Allocation**

Percentage breakdown of the five priorities for funding purposes out of a total of \$2.466 million:

<b>Safety –</b>	8.66%	= \$213,500
<b>Youth –</b>	8.20%	= \$202,316
<b>Business &amp; Local Economy –</b>	7.11%	= \$175,316
<b>Housing –</b>	57.34%	= \$1,414,210
<b>Community Building –</b>	1.38%	= \$34,000
<b>Administrative –</b>	17.32%	= \$427,104
<b>Total -</b>	<b>100%</b>	<b>= \$2.466 million</b>

**Safety Strategies Proposed:** Safety Coordinator; Programming for diverse communities; Walking/biking police patrols; Citizen walking patrols; Street lighting; Park lighting; Private property lighting; CPTED lighting surveys; Apartment building events; Block club activities; and Reducing graffiti.

Over half of all survey respondents reported feeling unsafe on Whittier's streets at night. Phase I include additional community policing and block/apartment clubs. Survey information indicated that people feel safe both day and night the closer they are to home: In home, 85%; In yard, 66%; On streets, 39%.

**Youth Strategies Proposed:** Engage a youth serving organization to facilitate collaboration of youth and families; Whittier Youth Leadership Council; Neighborhood youth community involvement program; Funding for youth programming and events; Support childcare needs for families with children ages 0-5; Youth arts opportunities; Assessment of Whittier Park priorities and needs; and Whittier Park funding.

Over half of all survey respondents rated the quality of life for children and teens in the neighborhood as “fair” or “poor.” Survey information indicated that the most important activities for children ages 0 to 12 and 13 to 18 are: (1) Educational activities, and 2) After school activities.

**Business & Local Economy Strategies Proposed:** Nicollet Avenue parking plan; Nicollet Avenue pedestrian overlay; Reopening Nicollet Avenue at Lake Street; Gap financing for development; Encourage and support development on commercial corridors; Commercial revolving loan program; Network opportunities for small businesses; Training and professional development for business owners; Strengthen relationships between local business organizations; Research on barriers to employment and available resources; Support educational training for employment opportunities; and Outreach to diverse businesses.

One of the five Phase I goals was “Revitalizing the Business Community.” Survey information indicated that 52% of respondents felt that Whittier is an excellent or good place to open a business; and only 4% rated the neighborhood as a poor place to open a business.

**Housing Strategies Proposed:** Convert rental property to home ownership opportunities; Encourage and develop new owner occupied townhomes and condominiums; Convert supportive housing that becomes available to homeownership opportunities; Guaranteed mortgage program; Retaining affordability while maintaining structures; Matching deferred loans for exterior improvements to affordable single-family homes; Provide financial incentives for property owners to maintain affordable housing; Assist in finding new owners for Calypso and B-Flat Coops; Expand Whittier’s 3R Loan program; Expand Whittier single-family home loan program; Convert smaller units to family size; Historic preservation loan program; and, Historic preservation guide.

Whittier allocated 56.33% of its NRP Phase I funds on housing and housing-related activities and have been advised to expect the same in Phase II. In Phase I, the focus was on a variety of strategies to improve housing in the neighborhood. Survey information indicated that almost half are very satisfied with their current housing situation, and another third are somewhat satisfied; and homeowners are more satisfied than renters (Homeowners: 77% very satisfied; Renters: 42% very satisfied).

**Community Building Strategies Proposed:** Outreach plan; Limited English proficiency plan; Visual identity for Whittier; Community activities; Welcome kits; Public art; New American acculturation; Intergenerational gardening; Community garden spaces; Community garden club; and Programs for community building.

The Community Building focus area emerged largely at a Whittier Workshop through ideas posted by workshop participants. One of the five Phase I goals for the Whittier neighborhood is “Encourage community.” Survey information indicated that only 13% of survey respondents say they know people on their block “very well;” and 37% know people on their block “not at all.”

**Administrative Funds Proposed:** Funds will be used for action plan personnel and a portion of general operating expenses that have been budgeted for the 6-year period of 2004 – 2009.

**Plan Evaluation:**

All strategies will be developed into Scope of Services and all Scopes of Services will be evaluated yearly.

### III NEIGHBORHOOD DESCRIPTION

#### History

The Whittier Alliance was formed in south Minneapolis by a small coalition of residents in January 1977. The Alliance is a 501 (C) 3, the officially recognized, volunteer-driven, citizen-participation neighborhood organization. Since then, the Whittier Alliance has grown in size and purpose. Today the Whittier Alliance has over two hundred fifty active volunteers and remains a volunteer-driven organization, employing four full-time staff - Executive Director, Community Organizer, Housing & Commercial Development Manager and Office Coordinator - as well as a part-time contract bookkeeper. The Whittier Alliance also supervises the Phillips Whittier After School Enrichment Program Director, who administers 16 after school and summer programs for the youth in the Phillips and Whittier Neighborhoods.

Whittier is home to six schools, including the Whittier Community School for the Arts, three parks, including Whittier Park and Community Center, "Eat Street" (a stretch of Nicollet Avenue known for the numerous ethnic restaurants and groceries), multiple creative arts institutions, and scores of thriving restaurants, shops and large and small businesses. Nearly fifteen thousand two hundred fifty people, four hundred fifty businesses and six hundred sixty rental property owners call Whittier home.

Known as "The International Neighborhood," Whittier is proud to celebrate the African-American, Asian, European, Latino, Somali, Tibetan and Scandinavian cultures that live, work, and own businesses and property in the Whittier neighborhood. The excellent schools and parks, as well as the charm and historical character of the neighborhood, draw both working class and professional families to this vibrant, eclectic community. The Whittier Alliance is proud to act as the catalyst in bringing these diverse voices together.

Particularly noteworthy is the recognition we have received. The Whittier Alliance was awarded the "Best Economic-Development Project" for Nicollet Avenue Streetscape: EAT STREET, and "Best Multi-Jurisdictional Project" for Whittier Community School for the Arts. In addition, Tom Berthiaume, Delroy Calhoun, Terry Erickson, Tom George, Linda Martin, Becky Olson and Bruce Rasmussen were recognized at the 2001 NRP Neighborhoods Conference Awards Dinner as "...Outstanding Volunteers who have gone above and beyond the call of duty on behalf of their neighborhoods and city." These awards were in recognition of NRP Phase I, the first ten years (1990-2000). The Whittier Alliance also received the "2000 Preservation Award" from the Heritage Preservation Commission and the Minneapolis Chapter of the American Institute of Architects for the Alliance's longstanding commitment to historic preservation.

### **Organization Mission**

**Mission:** The Mission of the Whittier Alliance is to ensure safety and livability by facilitating, advocating and leading the diverse voices of the Whittier Neighborhood.

**Vision:** The Vision of the Whittier Alliance is to mobilize the human and financial resources, information, and technical assistance necessary to effectively provide leadership to organize and implement a base of operation for citizen participation.

**Objective:** The Objective of the Whittier Alliance is to empower and celebrate stability, diversity, economic development, education and concern for all the children, youth, individuals and families in the Whittier Neighborhood.

### **Geographic Area Served**

The Whittier Neighborhood, named for the poet John Greenleaf Whittier, is located in the heart of south Minneapolis, just one mile south of downtown Minneapolis. The boundaries of Whittier are Franklin Avenue to the north, Interstate 35W to the east, Lyndale Avenue S to the west and Lake Street to the south.

### **Population Served**

According to the 2000 Census, the population of Whittier is 15,247. This represents an increase of 16.83% from the total reported in the 1990 Census. In comparison to the 1980 Census, this represents a 19.78% increase.

Whittier is remarkable for its diversity, and its high percentage of recent newcomers. Of the 2000 population, 53.53% are "White Alone", 21.64% are "Hispanic or Latino", 19.96% are "Black or African American alone", 13.05% are "Some Other Race alone", 5.79% are "Population of two or more races", 5.52% are "Asian, Native Hawaiian and Other Pacific Islander alone", and, 2.15% are "American Indians and Alaska Natives alone." 17.4% of our 2000 Census population is between the ages of 0 to 17. The 1980 Census data identified 20% of the population as people of color. The corresponding percentage from the 2000 Census is 46.47%, which represents a 132.35% increase over a twenty-year period.

Most residents live in rental housing throughout the neighborhood (over 80%); single-family homes, housing co-ops, and residential supportive housing are also located in Whittier. In 2000, just under one third of Whittier's households are home to children under the age of 18. In 1989, Whittier households had nearly twice the mobility rate as that of city residents as a whole with 26.4% of the neighborhood households being occupied for less than 6 months.

Given the diversity of our population, our outreach efforts are all the more important and even more challenging. We are excited by the challenge and the unlimited potential of Whittier and the Whittier Alliance.

## IV PLANNING PROCESS

### **Participation Agreement**

The first step to accessing Phase II NRP funds (about \$7.3 million) was to develop an NRP Participation Agreement (PA) (Addendum B). The PA described how the neighborhood would be involved in preparing and writing the Phase II Neighborhood Action Plan. The Whittier Neighborhood approved our Participation Agreement on Saturday, July 13<sup>th</sup>, 2002, which included a neighborhood celebration to officially begin the Whittier NRP Phase II Action Plan planning process.

### **Research**

To discover the most important issues for the 15,000+ people in Whittier, we conducted significant research, which included a series of 30 focus groups and a written questionnaire (Addendum D), 275 of which were completed and returned. Focus groups needed to include people from many different backgrounds. To address this, some groups were developed to represent specific constituencies; these included groups for Spanish-speakers, Somali-speakers, African-Americans, youth, business owners, seniors, people with disabilities, and rental property owners. This research was used to identify the most important areas to address in NRP Phase II, and then dollar amounts were allocated to each of these areas. Just over half of the funds will be spent on housing and housing-related activities; the rest of the funds will be spent on other important issues for Whittier.

### **Outreach**

A concerted effort has been made to ensure that the Whittier NRP Phase II Action Plan addresses issues that people of diverse backgrounds think are important, and many people from all walks of life have contributed to its development. In Phase II, outreach was combined with focus group research and questionnaire responses, consistent communication to the neighborhood through the Whittier Globe community newspaper, and community mailings and meetings. Whenever possible, neighborhood communication (translation at meetings, mailings, flyers, newspaper ads, etc) was made in the three most prevalent languages in Whittier – English, Somali and Spanish.

Outreach for traditionally under-represented groups occurred mainly through data collection in focus groups. This strategy was designed to reach those least likely to self-select as participants in order to involve groups and individuals who had not previously participated in neighborhood activities.

### **Plan Development, Feedback, Input and Approval**

Volunteers and staff working in task groups developed concrete strategies that were then incorporated into a preliminary plan. After the preliminary plan was written, it was presented to the neighborhood for feedback on August 7, 2002, giving the Steering

Committee and the Whittier Alliance the opportunity to improve it. The revised plan was then made available for review by the community, and copies were sent to all organizations involved as administrators of the plan, including the MCDA, CCP/SAFE, Hennepin County, and the Minneapolis Park & Recreation Board. All feedback was considered, and the preliminary plan has been revised and presented for approval by the neighborhood and the Whittier Alliance Board of Directors. MRT reviewed the Plan in September of 2002. The NRP Policy Board reviewed the Plan in November of 2002. The Plan could not be forwarded to the City for approval because the Phase II Neighborhood Allocations had not been finalized.

On April 19, 2004, the NRP Policy Board adopted the revised neighborhood allocations. The Whittier Alliance Board and NRP Steering Committee worked to reduce the Phase II Plan from \$7,366,000 to \$2,466,446. The revised plan was approved by the neighborhood and the Whittier Alliance Board on January 20, 2005.

### **Key Meeting Dates**

Key neighborhood meeting dates of the Whittier NRP Phase II Action Plan planning process:

NRP Phase II Workgroup to Develop Steering Committee: 5 meetings  
2/19/01, 2/26/01, 3/7/01, 4/03/01, 4/23/01

**April 26, 2001** – The Whittier Alliance Board approves the formation of the Whittier Alliance NRP Steering Committee as a Special Committee of the Board. The steering committee oversees all functions of the Whittier NRP Phase II Action Plan planning process and Phase I evaluation. The steering committee is chaired by Becky Olson (Alliance Vice-Chair), staffed by Michelle Dibblee (Community Organizer) and contains Alliance Board Members and community members.

NRP Phase II Steering Committee Meetings: 19 meetings  
5/02/01, 5/17/01, 6/06/01, 6/21/01, 7/5/01, 8/01/01, 9/5/01, 9/20/01, 11/7/01, 12/5/01, 1/2/02, 4/1/02, 5/1/02, 5/22/02, 6/5/02, 6/26/02, 7/10/02, 7/24/02, 9/4/02

Whittier Alliance Board of Directors Meetings: 16 Steering Committee Presentations  
4/26/01, 5/24/01, 6/28/01, 7/26/01, 8/23/01, 9/27/01, 12/20/01, 1/24/02, 2/28/02, 3/26/02, 4/04/02, 4/25/02, 5/23/02, 6/27/02, 7/18/02, 7/25/02

**July 14, 2001** – The Whittier Neighborhood approves the Whittier NRP Participation Agreement (PA) and celebrates NRP Phase I. The PA is approved by a unanimous 24 - 0 vote (Addendum B).

**February to March 2002** –The NRP Steering Committee oversees 30 focus groups attended by almost 200 community members, with a total of 275 community members filling our surveys.

**April 4, 2002** – There is a presentation of neighborhood priorities based on the focus group and survey outreach and research at the Whittier Alliance Annual Meeting (Addendum D).

**April 18, 2002** – 40 community members attend a Whittier Workshop to create priorities based on the focus group and survey outreach and research.

**May to August 2002** – Whittier Community Workshops are held to create the Action Plan based on the priorities set at the April 18, 2002 Meeting. Almost 150 community members attend these meetings, which are held approximately every two weeks.

Whittier Alliance NRP Phase II Community Workshops: 9 meetings  
5/22/02, 6/5/02, 6/24/02, 6/26/02, 6/28/02, 7/10/02, 7/24/02, 7/26/02, 8/4/02

**July 18 and 25, 2002** – A Whittier Alliance Special Board Meeting is held on July 18 to present the Draft NRP Phase II Action Plan for review and comment; a regularly scheduled Board Meeting follows on July 25, where the plan is unanimously approved.

**August 7, 2002** – A Whittier Special Community Meeting takes place to present the Draft NRP Phase II Action Plan for review and comment. 30 community members attend the meeting.

**September 25, 2002** – At a Whittier Special Community Meeting, the Draft NRP Phase II Action Plan is unanimously approved.

**September 26, 2002** – At a Whittier Alliance Board Meeting, the Draft NRP Phase II Action Plan is unanimously accepted.

**October to December 2002** – The NRP Management Review Team (MRT) and Minneapolis City Council reviewed the Whittier Draft NRP Phase II Action Plan. City approval was postponed.

**January 2003** – The neighborhood expected to begin implementation of the approved Whittier NRP Phase II Action Plan.

**April 19, 2004** – The NRP Policy Board approved the revised Phase II neighborhood allocations.

**Fall 2004** – Whittier Alliance Board and the NRP Steering Committee worked to reduce the Phase II Plan from \$7,366,000 to the revised amount of \$2,466,446..

**January 20, 2005** – The neighborhood voted to approve the Whittier NRP Phase II Neighborhood Action Plan. The Whittier Alliance Board voted to move the Plan forward for City approval.

**February 2005** – Review by the MRT and NRP Policy Board.

**March 2004** – City Council review and approval.

**April 2005** – Begin implementation of the approved Whittier NRP Phase II Neighborhood Action Plan.

## V ACKNOWLEDGEMENTS

The Whittier Alliance would like to thank the following community members and staff for their dedication, hard work and support of the Whittier Alliance, the Whittier Neighborhood and the development of our NRP Phase II Action Plan, especially Michelle Dibblee, Whittier Alliance Community Organizer, John Cevette, Whittier Alliance Board Member and NRP Steering Committee Vice-Chair, Becky Olson, Whittier Alliance Vice-Chair and NRP Steering Committee Chair and Peg Mountin, our NRP Staff Liaison.

**Whittier Alliance Board Members:** Tom Berthiaume, Marian Biehn, Tom Bissen, Derf Bistodeau, Molly Buxton, Bob Cross, Felino de la Peña, Duane Friauf, Tom George, Don Gerberding, Al Gross, Dave Harstad, Edna Herlitz, Tamar Herman Bagley, Paula Horan, Najma Jama, David Kortz, Juan Linares, Aaron McCallum, Mohamud Noor, Becky Olson, Bruce Rasmussen, Ted Redmond, Kaylen Whitmore, Chad Whittlef and Peter Wohler

**Whittier Alliance NRP Steering Committee Members:** Tom Berthiaume, Tamar Herman Bagley, Tom Bissen, Corwin Brust, Molly Buxton, Bob Cross, John Cevette, Terry Erickson, Sam Folk-Williams, Tom George, Al Gross, Kenya Hodges, Fritz Kreiser, Enrique Martinez, Phil Schwartzberg, Becky Olson and Cathy TenBroeke.

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**Focus Group Moderators & Volunteers:** Mohamed Ahmed, Marian Biehn, Tom Berthiaume, Tom Bissen, Molly Buxton, Jeff Carlson, John Cevette, Jim Cook, Michelle Dibblee, Lucy Douglas, Duane Friauf, Mike Gainor, Dave Harstad, Katie Hatt, Tamar Herman Bagley, Allysen Hoberg, Marcello Jaramillo, Patricia Jungwirth, David Kortz, Fritz Kreiser, Jeff Langaard, Brooks Mahoney, Aaron McCallum, Becky Olson, Jan Palmer, Ted Redmond, Jessica Ruona, Ron Stevens, Cathy ten Broeke, Joneica Walker, and Peter Wohler.

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## A. Housing

### **NRP Steering Committee funding recommendation**

**57.34% of \$2.466 million = \$1.414 million**

**KEY FACTS:** The NRP statute mandates that 52.5% of NRP Funds shall be used for “housing and housing related” expenditures. The Whittier Neighborhood spent 56.33% of its Phase I Funds on “housing and housing related” expenditures, and has committed 50% of its projected Phase II Funds to “housing and housing related” expenditures; 20% of these funds are targeted to affordable housing.

In Phase I, \$4.48 million “housing and housing related” expenditures were leveraged to over \$6.5 million spent on Whittier Coop, housing program (development, acquisition and demolition) and Rental Rehab and Renewal Loan (3R) Program initiatives; of these funds, \$2 million was invested in affordable housing for residents in the 30-50% metro median income range.

Four of the focus group participants said, “people seem to take care of their houses,” “people have noted rehab work going on in the area,” “more low-income housing is needed” and “I have everything close to me – work, shopping and groceries.”

**GOAL:** Quality housing opportunities for households at all income levels.

### **WHY HOUSING?**

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#### **History: NRP Phase I housing goals and activities to build on**

In Phase I, the Whittier neighborhood focused on a variety of strategies to improve housing in the neighborhood. The vision for Phase I included a strong residential real estate market, increased owner-occupancy of 1-4 unit buildings, increased family-size rental units, and greater support for both owner occupants and rental property owners and managers.

Housing related goals in NRP Phase I included:

- Increase homeownership (through a variety of strategies).
- Convert small rental units to family size housing.
- Encourage and increase responsible rental property management.
- Demolish vacant buildings and redevelop lots.

Overall, about \$4.5 million was spent on home ownership loans (\$890,000), co-op stabilization and conversion (\$2.6 million), rehabilitation and site development in Whittier (\$90,000), and rental property loans (\$800,000).

#### **2000 Census data**

The 2000 census contains the following information about housing in Whittier:

- 7,031 occupied housing units (up 4% from 1990).
- Of the occupied housing units, 11% are owner occupied and 89% are renter-occupied.
- Dramatic declines in both rental and homeowner vacancy rates between 1990 and 2000 (from 10.21% to 2.11% for rental units and from 5.5% to .76% for homeowner units).
- Average household size increased by 13% from 1.82 in 1990 to 2.06 in 2000.
- Family households increased by almost 20% since 1990. The number of children under age 5 has decreased, but the population of children and youth between 5 and 19 has increased significantly (see youth strategy for more details).

## Survey information

The 197 survey respondents/focus group participants included 113 renters (57%), 43 homeowners (22%) and 17 coop residents (9%). We learned that overall, residents are mostly satisfied with their housing, and were able to see some differences in housing satisfaction between income levels and renters and homeowners.

- Almost half are very satisfied with their current housing situation, and another third are somewhat satisfied.
- Homeowners are more satisfied than renters.  
(Homeowners: 77% very satisfied; Renters: 42% very satisfied).
- Households with greater income are more satisfied with their housing than households with less income.  
(Greatest income bracket 64% very satisfied; Lowest 48% very satisfied).
- Overall, residents are more satisfied with the location of their housing and less satisfied with the size and cost of their housing. This difference is more significant with renters than with homeowners.

## Focus group information

Participants in the NRP focus groups provided us with information about what they perceived to be the most pressing housing issues in Whittier in response to the question “Tell me about housing in Whittier.” This is what moderators recorded from these conversations when asked to report the two most important issues to the group.

- “Encourage home-ownership” and related ideas were mentioned in 10 out of 27 groups. Related ideas included “lack of single family homes,” “affordable home-ownership,” “houses limited,” and “convert rental to home ownership.”
- Over half the groups (15 out of 27) raised affordability concerns, including “concerns over rising rents,” “shortage of affordable housing,” “difficult to raise children because no affordable homes,” and “opportunities for families at a variety of income levels.”
- Comments particular to rental property included the need for better tenant screening and better communication with landlords (this second from the Spanish language focus group).
- Groups also mentioned positive aspects of Whittier’s housing, including improvements in both single-family homes and rental property, the historic character of the neighborhood, and the convenience of the location.
- Comments about residents’ satisfaction with their own housing were consistent with the survey data showing most people were satisfied with their housing.

**NOTE:** The Housing workgroup is recommending that approximately 20% of Whittier’s housing dollars be directed towards affordability. Target affordability was defined as 50% of metropolitan median income. Whittier’s affordable housing dollars will be split among a variety of strategies and directed towards both homeownership opportunities and financial support for multi-family buildings

## **A. HOUSING**

**1.1.1 Housing Programs** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities to households at income all levels.

1. Objective: Develop new housing units and rehabilitate existing housing to prevent deterioration of the City's housing stock, to maintain the quality and unique character of the City's neighborhoods, and to increase housing options.

1. Strategy: Develop housing programs and/or participate in the NRP Housing Investment Fund/s, which best serves the needs of the potential applicants, improves housing quality, quantity, and affordability; and increases housing options in the City.

Rationale: 1. Increase the variety and availability of units for home ownership at all income levels.  
2. Improve existing housing.  
3. Work with the NRP to achieve the required 52.5% housing investment.

How: The Whittier Alliance Housing Committee will work with the DFD, CPED, neighborhood staff and other neighborhood volunteers to develop housing programs, which serve the needs of the potential applicants. The NRP Housing Investment Funds will be used, when applicable, to implement the programs identified in the following housing strategies.

Participants: Community Development Corporations, Whittier Alliance Housing Committee, private developers and property owners.

Schedule: Funding: 2005 - \$246,500, 2006 - \$246,500, 2007 - \$180,580, 2008 - \$232,534, 2009 - \$148,096.

Resources: \$1,054,210 in NRP funds.

Contract administrator: DFD

## A. Housing

**1.2.1 Convert rental property to home ownership opportunities** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.
2. Objective: Increase home-ownership opportunities at all income levels.
1. Strategy: Establish a program to convert duplexes, 4-plexes and small apartment buildings to home-ownership.  
  
Rationale:
  1. Increase the variety and availability of units for home-ownership at all income levels.
  2. Stabilize the neighborhood.
  3. Continue "increase home-ownership" strategy from Phase I.  
How: Our first step will be further investigation into costs and processes associated with conversion of rental property to homeownership (taking into account advice from the former MCDA re: success stories, legal fees, re-construction fees, etc.). When program guidelines are established, loans and grants will be promoted through outreach, using existing Whittier Alliance committees as resources. Additional funding will be found to leverage NRP dollars. 20% will be reserved for very low-income applicants (50% of metro median income).  
  
Participants: Community Development Corporations, City Housing Authority, private lenders, Minneapolis Community Land Trust.  
  
Schedule: Research and planning in 2005. Funding: 2005 through 2009.  
  
Resources: See strategy A.1.1.1.  
Existing staff time.  
If possible, fundraising and leveraged funds (i.e. Minneapolis Empowerment Zone and Minnesota Housing Finance Agency (MHFA)).  
  
Contract administrator: CPED  
  
Notes: The former MCDA suggested at least \$1 million and up to \$2 million for this strategy. Key expense is relocation of tenants for (1) physical reconstruction of units to bring them to ownership code (more stringent than rental code for sound barriers between units, etc.) and (2) those tenants who cannot afford to or do not desire to purchase a unit converted to home ownership. Other costs include legal fees, re-construction costs, etc. The Whittier Alliance will not use NRP funds for relocation of tenants.

## A. HOUSING

### 1.2.2 Encourage and develop new owner occupied townhomes and condominiums

“Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.

1. Objective: Increase home-ownership opportunities at all income levels.

2. Strategy: Establish a program to develop new owner-occupied townhomes and condominiums, including mixed use development.

Rationale: 1. Increase the variety and availability of units for home-ownership at all income levels.  
2. Stabilize the neighborhood.  
3. Continue "increase home ownership" strategy from Phase I.  
4. Mixed-use developments may be considered in conjunction with business strategy D.1.2.1.

How: A task force, along with staff, will do an inventory of vacant land in Whittier (including land along the Greenway). Land parcels will be rated (e.g. for buildability and attractiveness) to determine which sites should be developed first. A funding pool will be established to provide subsidies for development. 20% will be reserved for programs that serve very low-income applicants (50% of metro median income).

Participants: CPED, private developers, Minneapolis Empowerment Zone, and the Minnesota Housing Finance Agency (MHFA).

Schedule: Research and planning in 2005. Funding: 2005 through 2009.

Resources: See strategy A.1.1.1.  
If possible, fundraising and leveraged funds.

Contract administrator: CPED

Notes: Information from the former MCDA included: land can be difficult to acquire, especially in the current market; therefore, partnerships with landowners will be helpful to leverage dollars. We should also use relationships with developers to be pro-active about this. A dollar amount for the pool of funds should be set by (1) determining how many units to develop, (2) deciding on a type of subsidy, and (3) determining a per-unit subsidy target. CPED's development subsidies range from \$25,000 per unit up to \$65,000 per unit.

## A. HOUSING

**1.2.3 Convert supportive housing that becomes available to homeownership opportunities** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.
2. Objective: Increase home-ownership opportunities at all income levels.
3. Strategy: Convert supportive housing that becomes available in Whittier to homeownership opportunities.

Rationale: 

1. Increase the variety and availability of units for home-ownership at all income levels.
2. Stabilize the neighborhood.
3. Continue "increase home ownership" strategy from Phase I.

How: 

- 1.) The Minneapolis Code of Ordinances state that “supportive housing shall be located at least one-fourth mile from all existing supportive housing.” Should excess units become available, property owners will be encouraged to apply for NRP programs through the Whittier Alliance to convert and rehabilitate the building.
- 2.) Work with potential and existing facilities and programs to assist in finding other suitable locations.

Participants: Whittier Alliance Housing Committee, CPED.

Schedule: Research and planning in 2005. Funding: None.

Resources: Existing staff time.  
If possible, fundraising and leveraged funds.

Contract administrator: None

Notes: Conversation with the former MCDA: this strategy needs a significant amount of work given the widely differing perspectives on concentration of supportive housing. Suggestions included developing relationships and doing research with current supportive housing service providers to learn about their needs for space, etc (Example: a service provider that moved out of a neighborhood location into a newly built facility in a suburb to accommodate additional need for space). Work to create win/win situations rather than “we want to drive you away.”

## A. HOUSING

**1.2.4 Guaranteed mortgage program** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.
1. Objective: Increase home-ownership opportunities for households at all income levels.
4. Strategy: Establish a fund to be used as mortgage guarantees through public lending institutions.  
  
Rationale: Increase home-ownership opportunities by guaranteeing loans for individuals who can afford to purchase a home but might not qualify for a mortgage (because of a high debt to loan ratio, for instance).  
  
How: Work with lenders to bring them into the program. 20% will be reserved for very low-income applicants (50% of metro median income).  
  
Participants: City Housing Agency, public lending institutions, Community Development Corporations, and other government financing.  
  
Schedule: Research and planning in 2005. Funding: 2005 - 2009.  
  
Resources: See strategy A.1.1.1.  
If possible, fundraising and leveraged funds.  
  
Contract administrator: DFD  
  
Notes: This program works because Whittier's funds serve as a guarantee to the lender that the funds loaned out will be repaid. As loans are repaid, funds are released back to the neighborhood as program income and can be used for other programs.

## A. HOUSING

**1.3.1 Retaining affordability while maintaining structures** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.

3. Objective: Retain affordable housing opportunities in Whittier.

1. Strategy: Research and implement long-term solutions to retaining affordability while maintaining structures.

Rationale: Maintain affordable housing; Whittier workshop requests, City of Minneapolis needs/planning, resources available from various sources.

How: Use the Alliance as a vehicle to move this issue before city/state/federal governments from an affordable housing task force for Whittier. Work with property owners and advocate at the city/state/federal level on the need for maintaining affordable housing.

Participants: CPED, local CDC's, Minnesota Housing Finance Agency (MHFA), U.S. Dept. of Housing & Urban Development (HUD), private foundations, Whittier Alliance.

Schedule: Research and planning in 2005. Funding: None.

Resources: Existing staff time.  
If possible, fundraising and leveraged funds.

Contract administrator: None

Notes: When attempting this strategy, the Whittier Alliance will need to define the level of affordability (what proportion of metropolitan median income (MMI)). The greatest stresses are for households below 50% of MMI. Land trusts may be part of the solution to affordability.

## A. HOUSING

**1.3.2 Matching deferred loans for exterior improvements to affordable single-family homes** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.
  3. Objective: Retain affordable housing opportunities in Whittier.
  2. Strategy: Establish a matching deferred loan program for exterior home improvements targeted to low income applicants.
- Rationale: Need of affordable housing; Whittier workshop requests, City of Minneapolis needs/planning, resources available from various sources.  
1. Retain affordable housing in Whittier.  
2. Maintain the structural integrity of Whittier's housing stock.  
3. Stabilize Whittier housing stock.
- How: Whittier Alliance staff and volunteers, in cooperation with DFD, will determine the guidelines for the program. Loan applicants will qualify for funds based on HUD income guidelines (homeowners: by income). Details will be established during the implementation phase. 100% of pool is reserved for very low-income applicants (50% of metro median income).
- Participants: City Housing Agency, public lending institutions, Community Development Corporations (CDCs), and other government financing.
- Schedule: Research and planning in 2005. Funding: 2005 through 2009.
- Resources: See strategy A.1.1.1.  
NRP Funds will be used for loans and program administration costs. If possible, fundraising and leveraged funds.
- Contract administrator: DFD

## A. HOUSING

**1.3.3 Provide financial incentives for property owners to maintain affordable housing** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.
3. Objective: Retain affordable housing opportunities in Whittier.
3. Strategy: Establish a program to provide financial incentives for property owners to maintain affordable housing.

Rationale: Provide rental opportunities at various levels of affordability.

How: A pool of funds will be established to provide incentives for property owners to maintain rental housing at low to moderate affordability levels (to be based on the Metropolitan Median Income, or MMI). Staff and a task force will work to develop program guidelines and to bring lenders into the program. The program will be publicized to Whittier property owners. Details will be established during implementation. 50% of pool will be reserved for units that serve very low-income residents (50% of metro median income).

Participants: Whittier Rental Property Owners Committee, CPED, City Housing Agency, public lending institutions, and other government financing.

Schedule: Research and planning in 2005. Funding 2005 through 2009.

Resources: See strategy A.1.1.1.  
If possible, fundraising and leveraged funds.

Contract administrator: CPED

## A. HOUSING

**1.3.4 Assist in finding new owners for Whittier Coops** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.
3. Objective: Retain affordable housing opportunities in Whittier.
4. Strategy: Assist in finding new owners for the Whittier coops.  
  
Rationale: 1.) Phase I commitment to coops, success of new coop management by Brighton and PPL support quality housing in the neighborhood for people of all income levels.  
2.) Safety in neighborhood and alternative forms of housing, stabilize and retain affordable housing for families.  
3.) Maintain Phase I investment.  
  
How: City housing development, partner with Interagency Stabilization Group (ISG) and CPED, research with Brighton and PPL, advocate at city level.  
  
Participants: City housing authority, ISG, MCDA, and the Minnesota Housing Finance Agency (MHFA).  
  
Schedule: Research and planning in 2005. Funding: None.  
  
Resources: Existing staff time.  
If possible, fundraising and leveraged funds.  
  
Contract administrator: None.  
  
Notes: Check with the CPED on the status of these coops and the improvements made to coops who already have new owners.

## A. HOUSING

**1.4.1 Expand Whittier's 3R Loan Program** "Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth."

- 1. Goal: Quality housing opportunities for households at all income levels.
  
- 4. Objective: Improve quality of housing for Whittier residents.
  
- 1. Strategy: Expand Whittier's existing 3R Loan program.
  - Rationale:
    - 1. Success of program in Phase I, need for interior improvement.
    - 2. Maintain the structural integrity of Whittier's housing stock.
    - 3. Stabilize Whittier housing.
  
  - How : Whittier Alliance staff and volunteers, in cooperation with the DFD, will rewrite guidelines for this program to make it more user-friendly for property owners to access. Expanded guidelines may include deferred loans for property owners who provide housing affordable to low and moderate-income residents. Other changes may include adding additional lenders and changing required loan to value ratios.
  
  - Participants: City Housing Agency, public lending institutions, Community Development Corporations, and other government financing.
  
  - Schedule: Research and planning in 2005. Funding: 2005 through 2009.
  
  - Resources: See strategy A.1.1.1.  
If possible, fundraising and leveraged funds.
  
  - Contract administrator: DFD
  
  - Notes: The Whittier Alliance may want to incorporate a commitment to the length of affordability in its program guidelines.

## A. HOUSING

**1.4.2 Expand Whittier Single Family Home Loan Program** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.
4. Objective: Improve quality of housing for Whittier residents.
2. Strategy: Expand Whittier Single Family Home Improvement Loan program.  
Rationale:
  1. Success of program in Phase I, need for interior improvement.
  2. Maintain the structural integrity of Whittier's housing stock.
  3. Stabilize Whittier housing.  
How : Whittier Alliance staff and volunteers, in cooperation with DFD, will determine the expanded guidelines for the program, which will help homeowners add interior and exterior improvements. Guidelines will be re-written to make loan access easier for Whittier homeowners. Program may include a pool of funds reserved for low to moderate income applicants.  
  
Participants: City Housing Agency, public lending institutions, Community Development Corporations (CDC's), and other government financing.  
  
Schedule: Research and planning in 2005. Funding: 2005 through 2009.  
  
Resources: See strategy A.1.1.1.  
NRP Funds will be used for loans and program administration costs. If possible, fundraising and leveraged funds.  
  
Contract administrator: DFD

## A. HOUSING

**1.4.3 Convert smaller units to family size** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.

4. Objective: Improve quality of housing for Whittier residents.

3. Strategy: Establish a program to convert smaller rental units (0-2 bedrooms) to family size units (3-4 bedrooms).

Rationale: 1. Continue Phase I strategy, need for additional family-size rental housing.  
2. Maintain the structural integrity of Whittier's housing stock.  
3. Stabilize Whittier housing.

How: Whittier Alliance staff and volunteers will perform an assessment of current properties with the help of the CPED, Minneapolis Neighborhood Information Systems (MNIS), and other sources. Properties will be assessed for potential conversion and relationships built with property owners. A pool of funds will be established to help cover conversion costs (i.e. construction). Details will be worked out during the implementation phase.

Participants: City Housing Agency, CPED, MNIS, Minnesota Housing Finance Agency.

Schedule: Research and planning in 2005. Funding: 2005 through 2009.

Resources: See strategy A.1.1.1.  
If possible, fundraising and leveraged funds.

Contract administrator: CPED

Note: The Whittier Alliance will not use NRP funds for relocation of tenants.

## A. HOUSING

**1.5.1 Historic preservation loan program** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.
5. Objective: Maintain and increase historic character of Whittier neighborhood.
1. Strategy: Establish a no-interest loan program to encourage historic preservation.
- Rationale: To encourage single family home owners and rental property owners to restore homes rather than remodel; preserve the historic character of the neighborhood.
- How: 1. Establish a pool of funds for this program.  
2. Establish guidelines: 1-2 match; \$10,000 maximum.  
3. Educate homeowners and lenders.
- Participants: Potential grantors, homeowners, property owners.
- Schedule: Research and planning in 2005. Funding: 2005 - \$50,000; 2006 - \$40,000; and 2007 - \$40,000, 2008 - \$35,000, 2009 - \$35,000
- Resources: \$200,000 in NRP Funds will be used for loans and program administration costs.  
If possible, fundraising and leveraged funds.
- Contract administrator: DFD

## A. HOUSING

**1.5.2 Historic preservation guide** “Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.”

1. Goal: Quality housing opportunities for households at all income levels.
5. Objective: Maintain and increase historic character of Whittier neighborhood.
2. Strategy: Develop and distribute a guide to Whittier's historic housing.
- Rationale: To encourage single family home owners and rental property owners to restore homes rather than remodel; preserve the historic character of the neighborhood.
- How:
  1. Utilize an intern through the Center for Urban and Regional Affairs (CURA) at the University of Minnesota to develop a historical guide to Whittier housing as a resource tool.
  2. Educate property owners about the value of restoration (versus remodeling) and distribute guide.
  3. Utilize standing committees as a resource group.
- Participants: CURA, the Minneapolis Heritage Preservation Commission, Minnesota Historical Society, Hennepin County Historical Society, CPED, lenders, construction companies.
- Schedule: Research and planning in 2005. Funding: 2005 - \$5,000 and 2006 - \$5,000.
- Resources: \$10,000 in NRP funds for printing and distribution of final product. CURA: Interns provided free of cost for neighborhood projects. National Trust has preservation service fund (matching grant) If possible, fundraising and leveraged funds.

Contract administrator: NRP

## **A. HOUSING**

### **2.1.1. Housing and Commercial Development Manager** “Strengthen City government management and enhance community engagement.”

2. Goal: To provide meaningful neighborhood review and comment to the City, the County and developers for housing development proposals, site plan reviews, zoning requests, conditional use permits, variances, NRP housing programs and other aspects of housing development in the Whittier Neighborhood.

1. Objectives: Improve Whittier Alliance ability to respond to requests from developers and governments on housing projects and proposals.

1. Strategy: Provide funding for professional staff to assist Whittier Alliance committees, Board and general membership for review and neighborhood input on housing proposals and implementation of NRP housing programs.

Rationale: Although the number of housing projects and proposals in the Whittier neighborhood indicate a strong and vibrant neighborhood economy, the need for increased staff time to assist in these reviews and programs places a financial burden on the neighborhood association.

How: Hire professional staff to work with the Board, committees and neighborhood volunteers in the review and comment process on housing development projects and proposals and the implementation of NRP funded housing programs.

Participants: Whittier Alliance, developers, and neighborhood residents.

Schedule: On-going. Funding: 2005 - \$30,000; 2006 - \$30,000; 2007 - \$30,000; 2008 - \$30,000; and 2009 - \$30,000.

Resources: NRP funds \$150,000.

Contract administrator: NRP

## **B. SAFETY**

### **NRP Steering Committee funding recommendation**

**8.66% of \$2.466 million = \$213,500**

**KEY FACTS:** Over half of all survey respondents reported feeling unsafe on Whittier's streets at night. One of top two issue areas based on survey data.

In Phase I, Safety was not an identified focus, so there were no specific expenditures that were leveraged.

Four of the focus group participants said, "Whittier is safer now than it used to be," "people have to be on their guard to some degree, especially at night," "people like the current police presence on bikes and in trouble areas," and "people feel safer, but crime has gotten worse in some areas."

**GOAL:** A Whittier neighborhood that looks and feels safe.

### **WHY SAFETY?**

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#### **History: NRP Phase I safety-related goals and activities to build on**

Safety-related goals and activities in Phase I included additional community policing, additional block and apartment clubs, creation of a support system for families involved in the criminal justice system, and reductions in prostitution, family violence, and substance abuse. Neighborhood history shows that safety was also a significant concern for Whittier Park. Neighbors demanded that before any funding was put towards park improvements, the park board had to show a commitment to safety at the park. A new park director was brought in, and changes were rapidly made. Phase I expenditures show initial spending on block and apartment clubs; however, the city's CCP/SAFE program was brought into Whittier in the mid-1990's to work with block and apartment clubs.

**Crime and safety in Whittier:** Overall, the sense is that violent crimes are reduced in nature and in quantity, but that "livability" crimes (misdemeanors such as panhandling, street-level drug dealing, public drinking, prostitution, loitering) still impact Whittier community members significantly.

#### **Survey information**

Key survey data related to safety shows that over half of the survey respondents felt unsafe on Whittier streets at night (58%). In general, the closer people are to their place of home or work, the safer they feel. Over one third of the community members surveyed reported not knowing people on their block well at all; however, the proportion of community members who know others on their block increases with the amount of time they have lived in the neighborhood.

- People feel safe both day and night the closer they are to home: In home, 85%; In yard, 66%; On streets, 39%.
- One third of community members feel safe during the day on their block but not at night.

- Only 13% of survey respondents say they know people on their block “very well;” 37% know people on their block “not at all.”

### **Focus group information**

The focus group question eliciting the most safety concerns was “How comfortable are you in this neighborhood?” Additional safety concerns, however, were raised for almost every question asked, most notably in the category of children and families. Comments about crime and safety in Whittier varied from those who said they felt relatively safe to those who said they were constantly “on guard.” Neighborhood improvements in this area were also noted.

- Several groups cited some areas of Whittier as safer than others, identifying “pockets” of crime in some parts of Whittier. South Whittier was often named as less safe than north Whittier.
- People noted feeling safer in areas with good lighting, businesses, and other people on the streets, and noted improvements such as the streetscape (Nicollet Avenue) and lighting (i.e. on Grand Avenue).
- Crimes listed as concerns include robbery, drug dealing, prostitution, graffiti, and panhandling. One group also mentioned traffic as a safety concern and others mentioned litter and trash as problems.
- Many focus group participants talked about being “on guard” and the necessity for “street smarts,” particularly at night and particularly for some groups (women, children, elderly). Alternatively, some group members also talked about being comfortable: “most in group felt comfortable most of the time.”
- In addition to the streetscape, participants cited a “good neighborhood feeling” for Whittier, appreciated block club activities, and saw neighborhood diversity as positive

## **B. SAFETY**

**1.1.1 Safety Coordinator** “Build communities where all people feel safe and trust the City’s public safety professionals and systems.”

1. Goal: A Whittier neighborhood that looks and feels safe.

1. Objective: Increase neighborhood involvement in safety initiatives.

1. Strategy: Hire a safety coordinator.

Rationale: Safety concerns raised in survey. Reduce crime in Whittier. Increase community investment/ownership. Expand neighborhood safety initiatives, advocacy and communication.

How: The Whittier Alliance will hire a safety coordinator to work with the Minneapolis Police Department’s 5<sup>th</sup> Precinct, the Central City Neighborhood Partnership (CCNP) and the CCNP Restorative Justice Program. We will seek additional funding sources for this position.

Participants: Police, 5<sup>th</sup> Precinct Sector Lt. and Crime Prevention Specialist and CCNP.

Schedule: Research and planning in 2005 - 2009

Resources: See F.1.1.1 Implementation  
If possible, fundraising and leveraged funds (i.e. Crime Prevention/Homeland security initiatives).

Contract administrator: NRP

## **B. SAFETY**

**1.1.2 Programming for diverse communities** “Build communities where all people feel safe and trust the City’s public safety professionals and systems.”

- 1. Goal: A Whittier neighborhood that looks and feels safe.
- 1. Objective: Increase neighborhood involvement in safety initiatives.
- 2. Strategy: Develop and implement programs to encourage participation of diverse communities in safety programs.

Rationale: Increase participation in neighborhood by diverse community members. Improve police/citizen relationships. Raise awareness of the Whittier Alliance. Survey results of not feeling safe and not knowing community members.

How: 

- 1. Research safety initiatives targeted to diverse communities (i.e. People with special needs).
- 2. Develop safety initiatives for Whittier communities.
- 3. Implement safety initiatives.

Participants: Police 5<sup>th</sup> Precinct, Whittier community organizations and agencies including the Whittier Community School; leaders/members in diverse communities; and faith communities.

Schedule: Research and planning in 2005. Funds: 2005 - \$3,000; 2006 - \$3,000.

Resources: \$6,000 in NRP funds for program development and supplies.  
Existing staff budget.  
If possible, fundraising and leveraged funds.

Contract administrator: NRP/Police/DFD

## **B. SAFETY**

**1.2.1 Walking/biking police patrols** “Build communities where all people feel safe and trust the City’s public safety professionals and systems.”

1. Goal: A Whittier neighborhood that looks and feels safe.

2. Objective: Increase police presence on Whittier streets.

1. Strategy: Fund additional police walking/biking patrols in Whittier.

Rationale: Safety concerns raised in survey. Establishing walking patrols will help participants and other community members feel safer. Build community, know our streets, and increase communication with 5<sup>th</sup> Precinct and police teams.

How: 1. Partner with the police to identify target areas for increased police patrols.  
2. Contract with MPD to establish additional patrols from March through September. Notes on contracts: need at least 2 officers per beat, 4-hour shifts; request copy of log in contract. Priority will be given to officers whose primary assignment is the Whittier neighborhood.

Participants: Minneapolis Police Department 5<sup>th</sup> Precinct and the Whittier Alliance.

Schedule: Research and planning in 2005. Funds: 2005 - \$30,000; 2006 - \$25,000; 2007 - \$20,000; 2008 - \$20,000.

Resources: \$95,000 in NRP Funds. Funds will be used for police compensation. If possible, fundraising and leveraged funds.

Contract administrator: Police

## **B. SAFETY**

### **1.3.1 Citizen Walking Patrols** “Build communities where all people feel safe and trust the City’s public safety professionals and systems.”

1. Goal: A Whittier neighborhood that looks and feels safe.
  3. Objective: Increase the presence of Whittier community members on Whittier's streets.
  1. Strategy: Establish, train and equip citizen walking patrols in Whittier.
    - Rationale: Safety concerns raised in survey and focus groups. Establishing walking patrols will help participants and other community members feel safer and empower them to be involved in the community. Building community, know our streets and increase communication to/with the 5<sup>th</sup> Precinct Sector Lieutenant and Crime Prevention Specialist and other police teams.
    - How:
      1. Purchase vests and communications equipment for the walking patrols.
      2. Work with the police to identify target areas, educate the neighborhood about walking patrols, and train volunteers.
      3. Identify community members who will lead patrols.
      4. Invite existing block club members and Alliance volunteers to participate.
    - Participants: Police 5<sup>th</sup> Precinct and neighborhood community members.
    - Schedule: Research and planning in 2005. Funds: 2005 - \$2,000; 2006 - \$1,000; 2007 - \$1,000; and 2008 - \$1,000.
    - Resources: \$5,000 in NRP funds will be for startup costs (vests and communications equipment); and cell phone service, and training costs.  
Existing staff time.  
If possible, fundraising and leveraged funds (e.g. Empowerment Zone).
- Contract administrator: Police

## **B. SAFETY**

### **1.4.1 Street lighting** “Maintain the physical infrastructure to ensure a healthy, vital and safe City.”

1. Goal: A Whittier neighborhood that looks and feels safe.

4. Objective: Increase lighting in Whittier.

1. Strategy: Install lighting on public streets in Whittier.

Rationale: Safety concerns raised in survey and focus groups. Residents don't feel safe on the streets at night - lighting increases sense of safety. Improve quality of life for children/youth.

How: We will do a street light assessment and work with the Police 5<sup>th</sup> Precinct to target areas for increased pedestrian level lighting. Whittier Alliance staff and a community task force will research the City's schedule for repaving of neighborhood streets and consult with other neighborhoods about their lighting programs. The task force will also look at types of lighting and make recommendations bearing in mind the neighborhood's desire to maintain the historic nature of Whittier. The task force will also determine guidelines for shared costs between property owners and Whittier NRP funds. Whittier will then partner with Public Works and the City's process to install street lighting in targeted areas.

Participants: Whittier Alliance, 6<sup>th</sup> Ward Council Member, Police 5<sup>th</sup> Precinct, and City of Minneapolis Public Works Department.

Schedule: Research and planning ongoing.

Resources: \$0 or as funds become available. Funds will be used as a contribution towards the overall cost of the project.  
If possible, fundraising and leveraged funds (i.e. Empowerment Zone and Livable Communities funds).

Contract administrator: Public Works

Notes: The neighborhood can underwrite the cost of light poles (which run \$5,000-7,000 each). Individual property owners will share costs through a square foot assessment on their property, estimated at an average of \$2,300 per lot. A \$1000 subsidy per light pole could cost the neighborhood up to \$1 million. Additional research is needed to determine other funding sources. Costs to the neighborhood could be lessened if streetlight installation matches the city's street repaving schedule.

## **B. SAFETY**

### **1.4.2 Park lighting** “Maintain the physical infrastructure to ensure a healthy, vital and safe City.”

1. Goal: A Whittier neighborhood that looks and feels safe.

4. Objective: Increase lighting in Whittier.

2. Strategy: Install lighting in parks in Whittier.

Rationale: Safety concerns raised in survey and focus groups. Reduce crime. Residents don't feel safe on the streets at night - lighting increases sense of safety. Improve quality of life for children/youth.

How: We will do a light assessment in Whittier parks and work with Park Police, Police 5<sup>th</sup> Precinct to target areas for increased lighting. A task force will consult with other parks and neighborhoods about their park lighting. Whittier will then partner with MPRB to install public lighting in targeted park areas.

Participants: Council Member Zimmermann, Minneapolis Park and Recreation Board (MPRB), CCP/SAFE and the Whittier Alliance.

Schedule: Research and planning in 2005. Funds: 2005 - \$50,000 (or coinciding with MRPB schedule).

Resources: \$50,000 in NRP Funds. Funds will be used for installation of lights and project costs.  
If possible, fundraising and leveraged funds.

Contract administrator: MPRB

Notes: Need to continue research with MPRB to determine schedules for re-lighting any Whittier parks (Clinton Field recently redone; not sure when Washburn Fair Oaks is on schedule).

## **B. SAFETY**

### **1.4.3 Private property lighting** “Build communities where all people feel safe and trust the City’s public safety professionals and systems.”

1. Goal: A Whittier neighborhood that looks and feels safe.
  4. Objective: Increase lighting in Whittier.
  3. Strategy: Establish a rebate program for installation costs for motion detector lighting on private property in Whittier.
- Rationale: Safety concerns raised in survey and focus groups. Reduce crime. Residents don't feel safe on the streets at night - lighting increases sense of safety. Improve quality of life for children/youth.
- How: Whittier will reimburse property owner for installation costs of motion detectors installed on their property (one motion detector per property). We will assess areas of the neighborhood that would benefit from increased lighting and encourage their participation. Residential, rental, mixed-use and business properties are eligible for the program. Installation must be performed by licensed contractors.
- Participants: Police 5<sup>th</sup> Precinct Crime Prevention Specialist and block clubs, the Whittier Business Association and the Nicollet Avenue Business Association (NABA).
- Schedule: Research and planning ongoing.
- Resources: \$0 or as funds become available. Will be used as a rebate to property owners.  
If possible, fundraising and leveraged funds.
- Contract administrator: DFD
- Notes: Find out about alley and short block lighting from 6<sup>th</sup> Ward Council Member.

## **B. SAFETY**

**1.5.1 CPTED lighting surveys** “Build communities where all people feel safe and trust the City’s public safety professionals and systems.”

1. Goal: A Whittier neighborhood that looks and feels safe.

5. Objective: Increase effectiveness of lighting strategies.

1. Strategy: Conduct Crime Prevention Through Environmental Design (CPTED) lighting surveys in residential and commercial areas in Whittier.

Rationale: Safety concerns raised in survey and focus groups. Reduce crime. Residents don't feel safe on the streets at night - lighting increases sense of safety. Improve quality of life for children/youth.

How: Whittier staff will work with the Planning Department or 5<sup>th</sup> Precinct to conduct CPTED surveys throughout Whittier and in targeted areas.

Participants: Planning Department and Police 5<sup>th</sup> Precinct.

Schedule: Research and planning in 2006. Funds: None.

Resources: Existing staff time.  
If possible, fundraising and leveraged funds (i.e. State of MN, Empowerment Zone).

Contract administrator: None

## **B. SAFETY**

**1.6.1 Apartment building activities** "Build communities where all people feel safe and trust the City's public safety professionals and systems."

1. Goal: A Whittier neighborhood that looks and feels safe.

6. Objective: Increase number of block and apartment clubs and McGruff houses in Whittier.

1. Strategy: Sponsor activities for apartment building residents in Whittier.

Rationale: Increase involvement of renters and property owners. Raise awareness of Whittier Alliance. Outreach - inviting people to participate in their neighborhood. Survey results of not feeling safe and not knowing community members; focus group feedback of appreciating block club events.

How:

1. Partner with Police 5<sup>th</sup> Precinct Crime Prevention Specialist to identify target areas and buildings.
2. Create a "block and apartment club" task force to coordinate outreach and events.
3. Assign a Whittier Alliance staff person to work with police and the task force.
4. No NRP funds will be used for food or entertainment.
5. 1-2 activities per year beginning in 2005 and ongoing.

Participants: Police 5<sup>th</sup> Precinct, task force, Whittier Alliance Rental Property Owners Committee and rental property owners.

Schedule: Research and planning in 2005. Funds: 2005 - \$1,000 (includes \$500 start up costs); 2007 - \$1,000; 2008 - \$1,000.

Resources: \$3,000 in NRP Funds. Funds will be used for promotion, supplies and materials.  
Existing staff budget.  
If possible, fundraising and leveraged funds.

Contract administrator: Police

## **B. SAFETY**

**1.6.2 Block club activities** “Build communities where all people feel safe and trust the City’s public safety professionals and systems.”

1. Goal: A Whittier neighborhood that looks and feels safe.
6. Objective: Increase number of block and apartment clubs and McGruff houses in Whittier.
2. Strategy: Sponsor activities for block clubs in Whittier.  
  
Rationale: Increase safety and involvement of residents. Raise awareness of Whittier Alliance. Outreach – inviting people to participate in their neighborhood. Survey results of not feeling safe and not knowing community members; focus group feedback of appreciating block club activities. Provide support to existing block club leaders.  
  
How:
  1. Partner with Police 5<sup>th</sup> Precinct Crime Prevention Specialist to identify target areas and buildings.
  2. Create a "block and apartment club" task force to coordinate outreach and events.
  3. Assign a Whittier Alliance staff person to work with the police and the task force.
  4. No NRP funds will be used for food or entertainment.
  5. 1-2 activities per year beginning in 2005 and ongoing.
- Participants: Police 5<sup>th</sup> Precinct, task force, RPO committee and rental property owners.
- Schedule: Research and planning in 2005. Funds: 2005 - \$1,000 (includes \$500 start up costs); 2007 - \$1,000; 2008 - \$1,000.
- Resources: \$3,000 in NRP Funds. Funds will be used for promotion, supplies, and materials.  
Existing staff budget.
- Contract administrator: Police

## **B. SAFETY**

### **1.7.1 Reducing litter and graffiti** “Build communities where all people feel safe and trust the City’s public safety professionals and systems.”

1. Goal: A Whittier neighborhood that looks and feels safe.

7. Objective: Decrease litter and graffiti in Whittier.

1. Strategy: Establish a program for litter and graffiti reduction strategies to include: a graffiti reward program, purchase of cleaning materials, matching grants for graffiti cleanup on private property, communication with property owners who have litter and graffiti on their property, and neighborhood litter and graffiti cleanup activities.

Rationale: Survey and focus group concerns that litter and graffiti make Whittier feel unsafe. Activities and reduction will increase involvement of renters and property owners, and raise awareness of Whittier Alliance.

How: A task force of the Whittier Alliance will work with police 5<sup>th</sup> Precinct and Minneapolis Police Graffiti Coordinator to identify graffiti in the neighborhood and plan cleanup activities. The existing reward program will be continued. Materials (paint, brushes, gloves, chemicals, etc.) will be purchased so that block clubs and other groups can clean up litter and graffiti. The Whittier Alliance will communicate with property owners whose property has litter and graffiti to encourage them to clean it up and provide support.

Participants: Police, Whittier Alliance Rental Property Owners and Community Livability committees, Whittier Business Association and graffiti task force.

Schedule: Research and planning in 2005. Funds: 2005 - \$13,834; 2006 - \$13,833; 2007 - \$13,833; and 2008 - \$5,000; 2009 - \$5,000.

Resources: \$51,500 in NRP Funds. Funds will be used for graffiti cleaning supplies and program promotions.  
Existing staff budget.  
See Youth 1.2.1  
If possible, fundraising and leveraged funds.

Contract administrator: Police

## **B. SAFETY**

### **1.8.1 Community Oriented Public Safety Initiatives Reserve Fund**

**(COPSIRF)** “Build communities where all people feel safe and trust the City’s public safety professionals and systems.”

- 1. Goal: A Whittier neighborhood that looks and feels safe.
- 8. Objective: Increase police services to address emerging crime patterns.
- 1. Strategy: Partner with Stevens Square – Loring Heights neighborhood to access funds from the COPSIRF for police services which focus on livability / gateway crimes such as street drug dealing, prostitution, and alcohol related offenses along Franklin Avenue, Nicollet Avenue, and surrounding blocks, including Fair Oaks Park.

Rationale: The NRP set aside one million dollars for neighborhoods to partner with the Minneapolis Police Department to provide additional services that meet safety and policing needs identified by the neighborhoods.

How: Work with Stevens Square – Loring Heights neighborhood and the 5<sup>th</sup> Precinct to prepare and submit a proposal to access the COPSIRF funds.

Participants: Minneapolis Police 5<sup>th</sup> Precinct, Whittier Alliance staff, WA Safety Committee, WA Business Committee, Stevens Square neighborhood.

Schedule: 2004

Resources: \$39,050 from the NRP Phase II COPSIRF.

Contract administrator: Police

## C. YOUTH

### **NRP Steering Committee funding recommendation 8.20% of \$2.466million = \$202,316**

**KEY FACTS:** Over half of all survey respondents rated the quality of life for children and teens in the neighborhood as “fair” or “poor.” One of top two issue areas based on survey data.

In Phase I, Youth was not an identified focus, so there were no specific expenditures that were leveraged.

Four of the focus group participants said, “there are no resources or organized activities for children in Whittier,” “the diversity in the neighborhood is very good for the children and families who live here,” “I would not raise a family in Whittier; too much traffic and bad influences” and “it would be nice to have a family recreation place.”

**GOAL:** A welcoming and supportive community for children, youth, and their families.

### **WHY YOUTH?**

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#### **History: NRP Phase I youth-related goals and activities to build on**

Combined with other “Community Building” strategies, youth-related goals and activities in Phase I accounted for a third of Phase I spending. The most visible result of Phase I in this area is the Whittier Community School for the Arts, which was built after the community provided funding for improvements at Whittier Park and cleared half a block for the location of a new school. The school shares a new NRP-funded gym with the park and also includes a NELC, or Neighborhood Early Learning Center. Other Phase I funds went towards the renovation of Bethlehem Community Center (at 26<sup>th</sup> and Pleasant) and the Bookmobile that visits Whittier once a week. Additional youth-related ideas in Phase I but not funded/achieved include:

- A one-stop social services center for families.
- Increased daycare facilities and subsidies to meet family and employer needs.
- Creation of a neighborhood-based teen program and a comprehensive recreation program.

#### **2000 Census Data**

Whittier’s 2000 Census data shows that while the proportion of Whittier’s population under age 18 has remained fairly constant at 17%, the numbers of school age children and teenagers are increasing and the number of households with children has grown.

- Average household size has increased by 13% (from 1.82 to 2.06).
- The number of households with children has increased by 17%.
- The percentage of youth 17 and under in Whittier is 17% (up less than 1% from 1990).
- Family households have increased by almost 20% since 1990, and the numbers of school age children and youth have increased significantly since 1990 while the number of younger children has declined slightly:

Under 5 years: - 4% (975)

5 to 9 years: + 22% (737)

10 to 14 years: + 56% (552)

15 to 19 years: + 65% (974)

(continued next page)

- The addition of a school and community education program to Whittier has not necessarily increased the number of children living in Whittier, but has increased the visibility of elementary school aged children.

### **Survey information**

As mentioned above, the key data for this strategy shows that over half of the survey respondents rated quality of life as fair or poor for children and teens living in the Whittier neighborhood. When asked what activities were important for various age groups, respondents indicated that practically every option listed would be important! Information specific to families with children shows that many families rarely use after-school activities or neighborhood parks. Fifty-two survey respondents have children (26%); 134 do not (68%).

- According to survey respondents, the most important activities for children ages 0 to 12 are: (1) Educational activities; (2) After school activities; (3) (tied) Arts/cultural activities; Daytime childcare; (4) Sports activities; and (5) Evening/overnight childcare. The majority of respondents rated these options as “very important.”
- The most important activities for youth ages 13 to 18 are: (1) Educational activities; (2) (tied) Job opportunities; Arts/cultural activities; After school activities; and (3) Sports activities.
- 46 % of families with children never use after school activities; only 27% use them occasionally.
- 50% of families with children use the parks “all the time;” 48% use them occasionally or never.

### **Focus group information**

Participants in the NRP focus groups responded to the question “Would you raise a family here and why or why not?” This is what moderators recorded from these conversations when asked to report the two most important issues to the group.

- Many groups mentioned safety concerns, citing specifically traffic, crime (including drugs), and “unsavory people on streets.” Safety concerns also included aggressive or unruly behavior of other children and the need for more parental supervision.
- Groups also expressed the need for additional activities and “more things for kids to do.”
- Concerns were raised about the quality of Whittier School and about Whittier Park.
- Lack of single-family homes was also a concern for several groups: you “need to raise a family in a house.”
- Positive comments about raising a family in Whittier included appreciation for the diversity of the neighborhood, and that getting to know neighbors and other children improved children’s quality of life.

## C. YOUTH

**1.1.1 Engage a youth-serving organization to facilitate collaboration of youth and families in Whittier** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: A welcoming and supportive community for youth ages 0 to 18 and their families.

1. Objective: Increase involvement and collaboration in youth issues by youth, families, and youth-serving agencies.

1. Strategy: Engage a youth serving organization to facilitate collaboration of youth and families in Whittier through (1) contracting a Youth Coordinator for Whittier; (2) development of a Whittier youth resource databank; (3) a feasibility study for a neighborhood youth space; and (4) establishment and support of the Whittier Campus Collaborative.

Rationale: Quality of life for youth under 18 rated fair or poor by those who completed surveys. Feedback from surveys and focus groups cited: concerns about availability of youth and family activities, concerns about unsupervised youth/children, and lack of knowledge about current programming offered in the Whittier neighborhood. Safety and quality of life for children depends on connectedness to neighborhood and other families and institutions. Feasibility study is based on necessity for common space where youth and families can access information about programs, computer labs, tutoring/mentoring/employment opportunities, leadership opportunities and an opportunity to connect with adults living in the neighborhood. Youth do not know of current services being offered and no youth resource center exists in Whittier.

How: A Youth and Family Committee will be created in the Whittier neighborhood, and a task force of this committee shall develop a request for proposals to be advertised in the neighborhood. The organization accepting the contract will be charged with implementation of youth-related NRP issues, beginning with the databank, the feasibility study, and establishment of the Whittier Campus Collaborative. See Youth C.1.1.2, C.1.2.1 and C1.3.1.

Participants: Whittier Alliance Staff and Board of Directors, Direct service providers, What’s Up Youth Line, United Way First Call for Help, Whittier After School Enrichment Program, Hennepin County, and resident youth.

Schedule: Research and planning in 2005 - 2009

Resources: See F.1.1.1 Plan Implementation. Funds will be used as contractor fees for services. If possible, fundraising and leveraged funds.

Contract administrator: Hennepin County

## C. YOUTH

**1.1.2 Whittier Youth Leadership Development Council** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: A welcoming and supportive community for youth ages 0 to 18 and their families.
1. Objective: Increase involvement and collaboration in youth issues by youth, families, and youth-serving agencies.
2. Strategy: Establish the Whittier Youth Leadership Development Council in a Community Service Model to empower youth with opportunities for leadership development, recreation, socialization, job entry skills, career exploration, strengthening families, and advising neighborhood activities.

Rationale: Concerns were cited in focus groups about a lack of activities for teenagers. Need to develop human capital for the future by giving youth opportunities to practice job and employment skills, and to develop their leadership potential.

How: The contracted Youth Coordinator and the Whittier Campus Collaborative will work to do outreach and provide activities and mentorships for the Youth Council. The Whittier Alliance will supervise a part-time youth outreach worker hired through Hennepin County to do outreach and conduct meetings in accordance with Hennepin County program guidelines. No NRP funds will be used for food or entertainment. See Youth C.1.1.1, C1.2.3, and C.1.3.1.

Participants: Whittier Alliance, Youth and Family committee, Whittier After School Enrichment Program, Hennepin County, direct youth service providers, community volunteers and resident youth.

Schedule: Research and planning in 2005. Funding: 2005 - \$25,000; 2006 - \$25,000; 2007 - \$25,000; and 2008 - \$20,000.

Resources: \$95,000 in NRP Funds. Funds will be used for contractor fees, program costs, and promotion.  
If possible, fundraising and leveraged funds.

Contract administrator: Hennepin County

## C. YOUTH

**1.2.1 Neighborhood youth community involvement program** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: A welcoming and supportive community for youth ages 0 to 18 and their families.
  2. Objective: Increase youth involvement in neighborhood activities.
  1. Strategy: Develop a youth involvement program by providing youth with opportunities to assist with neighborhood activities.
- Rationale: To increase involvement by all community members, improve quality of life for children/youth, improve police/citizen relationships, raise awareness of Whittier Alliance, and invite people to participate in their neighborhood. Survey reports concerns of not feeling safe, not knowing community members.
- How: The Whittier Alliance and/or the Whittier Youth Collaborative will work with Hennepin County Training and Employment Assistance Department to recruit and train youth to assist with neighborhood activities. Youth involvement may consist of setup and cleanup for activities, neighborhood flyering and other forms of publicity, and childcare. See Safety B.1.7.1 and Youth C.1.1.1, C.1.1.2 and C.1.3.1.
- Participants: Youth-serving Whittier community organizations and agencies (including the Whittier Community School), Hennepin County, faith communities.
- Schedule: Research and planning in 2005. Funding: 2005 - \$13,000; 2006 - \$13,000; 2007 - \$13,000; 2008 - \$8,000.
- Resources: \$47,000 in NRP Funds. Funds will be used for program costs. Existing staff budget. If possible, fundraising and leveraged funds.
- Contract administrator: Hennepin County
- Notes: Secure services for, or in partnership with, existing programs. The Whittier Alliance will not be a program provider.

## C. YOUTH

**1.3.1 Funding for youth programming and activities** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: A welcoming and supportive community for youth ages 0 to 18 and their families.
  3. Objective: Increase diversity, availability, and use of activities for youth in Whittier.
  1. Strategy: Support direct service youth programs in Whittier, including learning opportunities, emerging initiatives and community and school activities relating to youth in the Whittier neighborhood.
- Rationale: Concerns raised in surveys and focus groups about youth opportunities and programming in Whittier. Desire to expand diversity of programming in neighborhood for increasing number of children and youth (21% in 2000 census).
- How: A task force of the Whittier Alliance will work with the Youth Coordinator to create guidelines for providing support to agencies offering direct services to youth; community-based youth-oriented activities youth enrichment programs; and funding to reduce barriers to service (i.e. lack of transportation. A consultant may be retained to conduct a needs assessment to determine the funding needs for youth programming in Whittier. The task force and Youth Coordinator will also create oversight of funding allocation process and reporting and accounting procedures. Specifics will be worked out in the implementation phase. See Youth C.1.1.1, C.1.1.2 and C.1.2.1.
- Participants: Whittier Alliance staff for process creation, Hennepin County, Whittier After School Enrichment Program, and youth service providers (including Minneapolis Public Library, school-based after school enrichment programs, community volunteers, and resident youth).
- Schedule: Research and planning in 2005. Funding: 2005 - \$15,000; 2006 - \$15,000; 2007 - \$15,000.
- Resources: \$45,000 in NRP Funds. Funds will be used for consultant fees, program If possible, fundraising and leveraged funds.
- Contract administrator: TBD (Community Education (MPS), Hennepin County, or MPRB)

## C. YOUTH

**1.3.2 Support childcare needs for families with children ages 0-5** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: A welcoming and supportive community for youth ages 0 to 18 and their families.

3. Objective: Increase diversity, availability, and use of activities for youth in Whittier.

2. Strategy: Support childcare needs for families with children ages 0 to 5 through: researching family needs and providing assistance for childcare training, home childcare rehab, and childcare.

Rationale: Concerns raised in surveys and focus groups about youth opportunities and programming in Whittier for youth of all ages and poor quality of life for youngest children. Suggestions from focus groups/survey respondents for support for childcare opportunities and support for employment opportunities (for in-home childcare workers). Desire to expand diversity of programming in neighborhood for increasing number of children and youth (21% in 2000 census).

How: A program will be established for research, training, home childcare home rehab, and childcare. A task force will work to do a needs assessment and develop guidelines for the program. Hennepin County will administer the funding programs through vendor services once guidelines are established, and RFP's are prepared. CPED will administer the program, if the program involves daycare home rehab.

Participants: Whittier Alliance, staff for process creation, Whittier After School Enrichment Program, Greater Minneapolis Day Care Association (GMDCA), Minneapolis Public Library, and Youth service providers, including school-based after school enrichment programs and community volunteers and resident youth.

Schedule: Research and planning ongoing.

Resources: \$0 or as funds become available. Funds will be used for childcare training, home childcare, rehabilitation and childcare.  
If possible, fundraising and leveraged funds.

Contract administrator: Hennepin County

Notes: Secure services for, or in partnership with, existing programs.  
The Whittier Alliance will not be a program provider.

## C. YOUTH

**1.3.3 Youth arts opportunities** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: A welcoming and supportive community for youth ages 0 to 18 and their families.

3. Objective: Increase diversity, availability, and use of activities for youth in Whittier.

3. Strategy: Connect neighborhood schools with existing arts resources for youth by providing access to art experiences in partnership with local arts organizations.

Rationale: Whittier is rich in arts programming, but this is greatly under-used by many youth and families in the community. Concerns about youth activities and programming, quality of life for children and youth.

How: Create task force to assess current level of arts programming offered in Whittier. Create and monitor fund allocation process for expansion of access to arts programming for youth. Support collaboration of existing programs and initiatives. Partner with existing programs to enrich and augment current program offerings. Determine current funding and usage issues for arts organizations and support overcoming identified barriers to service and usage to provide access to arts opportunities for Whittier youth and families. Up to 3 events per year for 3 years for school assemblies or field trips.

Participants: Whittier Alliance, Whittier schools, Whittier After School Enrichment Program, Whittier Arts programs serving youth, resident youth and community volunteers.

Schedule: Research and planning in 2005. Funding: 2005 - \$5,316; 2006 - \$5,000; 2007 - \$5,000.

Resources: \$15,316 in NRP Funds. Funds will be used for transportation and admission fees for arts field trips, or for in-school assemblies. If possible, fundraising and leveraged funds.

Contract administrator: MPS or Hennepin County

## C. YOUTH

**1.4.1 Assessment of Whittier Park priorities and needs** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: A welcoming and supportive community for youth ages 0 to 18 and their families.
  
4. Objective: Expand use of space, programming, and safety at Whittier Park to make Whittier Park a center for information, support, and program access for youth and families.
  
1. Strategy: Partner with Park staff and Park Advisory Council to assess and prioritize Whittier Park needs, especially as they relate to youth.
  
- Rationale: Residents in focus groups and work groups expressed concerns about safety and programming at Whittier Park/Community Center. Work group members also expressed a desire for Whittier Park to become a lively, welcoming center for all families and youth in Whittier. Concerns were raised overall about the quality of life for youth under 18 in Whittier.
  
- How: Members of the Whittier Youth and Family Committee will work with Whittier Park staff and the Park Advisory Council to assess and prioritize needs at Whittier Park, including program needs and participation in Park Advisory Council by the wider Whittier Community. Particular attention will be given to Whittier Park’s potential to become a centralized location to youth and families for information, support and program access. See Youth C.1.4.2.
  
- Participants: Whittier Community Center staff, Whittier Alliance, Youth and Family Committee, community residents, local youth and the Minneapolis Park & Recreation Board (MPRB).
  
- Schedule: Research and planning ongoing. Funding: None.
  
- Resources: Existing staff time.  
If possible, fundraising and leveraged funds.
  
- Contract administrator: None

## C. YOUTH

**1.4.2 Whittier Park funding** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: A welcoming and supportive community for youth ages 0 to 18 and their families.
  4. Objective: Expand use of space, programming, and safety at Whittier Park to make Whittier Park a center for information, support, and program access for youth and families.
  2. Strategy: Provide funding for Whittier Park/Community Center to expand availability of equipment, programs, and staff training.
- Rationale: Residents in focus groups and work groups expressed concerns about safety and programming at Whittier Park/Community Center. Work group members also expressed a desire for Whittier Park to become a lively, welcoming center for all families and youth in Whittier. Concerns were raised overall about the quality of life for youth under 18 in Whittier.
- How: A pool of funds is needed to expand Whittier Park programs and activities. Use of these funds will be based on the findings of the Park Advisory Council and Whittier Park Staff. The Park Advisory Council will have a primary role in funding allocation. Funds will not be used for existing programs or services. See Youth C.1.4.1.
- Participants: Whittier Community Center staff, Whittier Alliance, community residents, local youth and the Minneapolis Park & Recreation Board (MPRB).
- Schedule: Research and planning ongoing.
- Resources: \$0 or as funds become available. Funds will be used for equipment, programs and staff training.  
Existing staff time.  
If possible, fundraising and leveraged funds.
- Contract administrator: MPRB

## **D. BUSINESS and LOCAL ECONOMY**

### **NRP Steering Committee funding recommendation 7.11% of \$2.466 million = \$175,316**

**KEY FACTS:** According to focus group and survey data, most community members feel that the Whittier Neighborhood is an excellent area to open a business. Residents rate retail and entertainment as extremely important.

In Phase I, \$800,000 in business and local economy expenditures was leveraged to over \$4.3 million spent on South Whittier, Jungle Theatre, EAT STREET (Nicollet Avenue) and Commercial Revolving Loan (CRL) Program initiatives.

Four of the focus group participants said, “there is not enough stuff (entertainment) to keep people in the neighborhood after dinner,” “parking is a big problem here, but people don’t want buildings flattened in order to make parking lots,” “we need more information about jobs, free services and job readiness skills,” and “I have everything close to me – work, shopping and groceries”.

**GOAL:** A healthy and vibrant economic community.

### **WHY BUSINESS AND ECONOMIC DEVELOPMENT?**

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#### **History: NRP Phase I business-related goals and activities to build on**

One of the five Phase I goals for the Whittier neighborhood is “Revitalizing the Business Community.” This goal included strategies to support new and emerging businesses, revitalize Nicollet Avenue as “Eat Street,” a unique destination for shopping and restaurants, and provide financial support to businesses and non-profit organizations via low-interest revolving loan programs. Among the notable achievements which resulted from these loan programs were the establishment of the Whittier Emerging Business Center in partnership with the Whittier Community Development Corporation (CDC) and the relocation of the Jungle Theater into the Whittier neighborhood at the bustling Lake and Lyndale intersection. NRP Funds also enabled Whittier to partner with the Stevens Square Community Organization (SSCO) and Citizens for a Loring Park Community (CLPC) to commission a parking and traffic study for Nicollet Avenue, and collaborate on an ambitious business development plan for Nicollet.

#### **Whittier Business Snapshot**

- Whittier is home to several bustling commercial corridors: Nicollet Avenue, Lake Street and Lyndale Avenue are home to a diverse array of businesses and restaurants. Stretches of Franklin Avenue and 26<sup>th</sup> Street also contribute to the commercial vitality of the neighborhood.
- Nearly 500 businesses are located in Whittier, some since the 1930’s (Standard Heating & Air Conditioning opened on West Lake Street over 70 years ago) and others only recently (Chan’s Seafood Restaurant joined the impressive roster of “Eat Street” restaurants in the fall of 2001).
- Whittier business owners and operators provide strong leadership and guidance to the

- Whittier Business Association, the Nicollet-Lake Business Association, the Lyndale Business Association, the Nicollet Avenue Business Association and the Lake Street Council.

### **Survey information**

Survey information about business and the local economy

- 52% of respondents felt that Whittier is an excellent or good place to open a business; only 4% rated the neighborhood as a poor place to open a business.
- Approximately half of the residents who participated in the survey (both homeowners and renters) rated Whittier to be an excellent or good place to shop, with homeowners expressing a slightly higher degree of satisfaction.
- Nearly one-fifth of renters responded that Whittier is a poor place to shop.
- More than half of respondents indicated that a grocery store and job opportunities are “extremely important” components of future business development in Whittier.
- More retail shops, entertainment venues and restaurants were also rated as “extremely important” or “somewhat important” by a majority of respondents.

### **Focus group information**

Comments related to business and local economic development were offered in both the at-large focus groups, and also those which were targeted to members of the Whittier business community.

- Improving parking options and access on Nicollet Avenue is a top priority.
- Parking and traffic issues are concerns for residents and business owners in other areas of Whittier, including West Lake Street (near Karmel Square).
- Crucial development locations identified include Nicollet and Franklin, the 26<sup>th</sup> Street corridor, and the Lake/Nicollet intersection.
- Many participants expressed strong support for continuing efforts to re-open Nicollet at Lake Street.
- Participants expressed strong support for more small-scale retail shops and service-related businesses (i.e. accounting offices, drycleaners, etc.).
- Several groups identified job-training opportunities for neighborhood business owners and operators as priorities.
- Participants noted that the Midtown Greenway offers prime opportunities for mixed-use and commercial development.

## **D. BUSINESS and LOCAL ECONOMY**

**1.1.1 Nicollet Avenue parking plan** “Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

1. Goal: A healthy, vibrant economic community.

1. Objective: Increase access to Nicollet Avenue businesses.

1. Strategy: Implement a parking plan for Nicollet Avenue.

Rationale: To encourage the growth and development of Nicollet Avenue as an accessible, vibrant commercial community.

How: 1. Allocate NRP funds for implementation of the plan (to be used for construction, marking pedestrian crossings & turn lanes, curb-to-curb snow removal, etc.).  
2. Partner with agencies listed to implement the plan.  
3. Implement in conjunction with Business strategy D.1.1.2.

Participants: Partner with City of Minneapolis Public Works, CPED, agencies/consultants evaluating parking and traffic issues on Nicollet, the Nicollet Avenue Business Association (NABA), the Whittier Business Association, Stevens Square Community Organization (SSCO), Citizens for a Loring Park Community (CLPC) and the Special Service District.

Schedule: Research and planning in 2005. Funding: 2006 - \$81,316.

Resources: \$81,316 in NRP Funds. Funds will be used for public works improvements.  
Existing staff time.  
If possible, fundraising and leveraged funds.

Contract administrator: Public Works

## **D. BUSINESS and LOCAL ECONOMY**

**1.1.2 Nicollet Avenue Pedestrian Overlay** “Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

- 1. Goal: A healthy, vibrant economic community.
- 1. Objective: Increase access to Nicollet Avenue businesses.
- 2. Strategy: Explore a pedestrian overlay district and other business-friendly zoning for Nicollet Avenue.

Rationale: To encourage the growth and development of Nicollet Avenue from Grant Street to Lake Street as an accessible, vibrant commercial corridor.

How: 

- 1. Build on the Nicollet Avenue Development Plan funded by NRP Phase I and developed by BKV Group.
- 2. Partner with agencies listed above to establish the district.
- 3. Implement in conjunction with Business strategy D.1.1.1.

Participants: Partner with City of Minneapolis Public Works, CPED, BKV Group, Bonestroo & Associates (and other agencies/consultants evaluating parking and traffic issues on Nicollet), the Nicollet Avenue Business Association (NABA), the Whittier Business Association, Stevens Square Community Organization (SSCO), Citizens for a Loring Park Community (CLPC), and Zoning and Planning Department.

Schedule: Research and planning ongoing. Funding: None

Resources: NRP funds: None.  
Existing staff time.  
If possible, fundraising and leveraged funds.

Contract administrator: None

## **D. BUSINESS and LOCAL ECONOMY**

**1.1.3 Reopening Nicollet Avenue at Lake Street** “Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

1. Goal: A healthy, vibrant economic community.

1. Objective: Increase access to Nicollet Avenue businesses.

3. Strategy: Promote and facilitate re-opening of Nicollet Avenue at Lake Street.

Rationale: To build on a goal set forth in NRP Phase I and to encourage the growth and development of Nicollet Avenue as an accessible, vibrant commercial community.

How:

1. Continue to work with the City, County, and developers to move toward re-opening Nicollet at Lake.
2. Continue dialogues with partners about the timing and scope of nearby projects (I-35W Access Project, Lake Street reconstruction project, etc.).
3. Re-open the intersection of Lake Street and Nicollet Avenue.

Participants: Partner with City of Minneapolis, CPED, Hennepin County, potential site developers, and the Whittier Business Association.

Schedule: Research and planning in 2005. Funding: 2006 - \$5,000.  
Continued strategy from NRP Phase I; in progress.

Resources: NRP funds: \$5,000.  
If possible, fundraising and leveraged funds.

Contract administrator: NRP

Notes: NRP funds will be used for communications, copying, or to support the Whittier Business Association with WA staff time for the re-opening of Nicollet Avenue at Lake Street.

## **D. BUSINESS and LOCAL ECONOMY**

**1.2.1 Gap financing for development** “Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

- 1. Goal: A healthy, vibrant economic community.
- 2. Objective: Increase support for Whittier neighborhood business development.

- 1. Strategy: Establish neighborhood-wide development goals and provide gap financing for development projects that meet these goals.

Rationale: Establish neighborhood goals that will then direct neighborhood commercial development throughout Whittier.

How:

- 1. Establish neighborhood-wide commercial development goals.
- 2. Establish a pool of funds with NRP dollars.
- 3. Base funding guidelines on development goals.
- 4. Details will be worked out in implementation.
- 5. Mixed-use developments may be considered for NRP funds in Housing strategy A.1.0.0.

Participants: Partner with the Whittier Business Association, the Whittier Community Development Corporation (CDC), CPED and the City of Minneapolis.

Schedule: Research and planning in 2005. Funding: 2005 - \$18,000.

Resources: \$18,000 in NRP Funds. Funds will be used for gap financing and neighborhood priority projects.  
If possible, fundraising and leveraged funds.

Contract administrator: CPED

## **D. BUSINESS and LOCAL ECONOMY**

**1.2.2 Encourage and support development on commercial corridors** “Create and environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

1. Goal: A healthy, vibrant economic community.
2. Objective: Increase support for Whittier neighborhood business development.
2. Strategy: Encourage and support commercial and mixed use development along commercial corridors in Whittier, including the Greenway, Lake Street, Lyndale Avenue, and Franklin Avenue.

Rationale: 1. To encourage growth of the Greenway as a safe, vital corridor in Whittier.  
2. To encourage the healthy development of other commercial corridors in Whittier.

How: Utilize staff and volunteer time to participate in development, decision-making, and funding processes along corridors.

Participants: Partner with the Midtown Greenway Coalition, Lake Street Council, Nicollet/Lake Business Association, Lyndale Neighborhood, City of Minneapolis (Public Works, Planning, Zoning, MCDA), Hennepin County (Housing, Transit and Community Works, Planning and Development), 35W Project Advisory Committee (PAC), the Whittier Business Association.

Schedule: Funding: 2005 - \$5000; 2006 - \$5,000 and 2007 - \$5,000.

Resources: NRP Funds: \$15,000.  
Staff time.  
If possible, fundraising and leveraged funds.

Contract administrator: NRP

Notes: NRP funds will be used for communications, copying, or to support the business associations with Whittier Alliance staff time for development issues and meetings.

## **D. BUSINESS and LOCAL ECONOMY**

**1.2.3 Commercial Revolving Loan** “Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

1. Goal: A healthy, vibrant economic community.
  2. Objective: Increase support for Whittier neighborhood business development.
  3. Strategy: Expand Whittier’s Commercial Revolving Loan program.
- Rationale: To provide support to neighborhood development and expansion.
- How: Contract with Whittier CDC and/or participating lenders to provide loan funds for neighborhood businesses. Eligible exterior projects include but are not limited to: cleaning, painting and staining of exterior surfaces; repairing doors, windows and awnings; sign repair or replacement; architectural design services; and roofing. Eligible interior improvements include but are not limited to: repair of walls, floors, lighting and windows; and electrical and plumbing improvements.
- Participants: Partner with the Whittier Business Association, the Whittier Community Development Corporation (CDC), CPED, and the City of Minneapolis.
- Schedule: Research and planning in 2005. Funding: 2005 - \$1,000; and 2006 - \$1,000.
- Resources: \$2,000 in NRP Funds. Funds will be used for loans and program administration costs.  
If possible, fundraising and leveraged funds.
- Contract administrator: CPED

## **D. BUSINESS and LOCAL ECONOMY**

**1.3.1 Network opportunities for small businesses** “Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

1. Goal: A healthy, vibrant economic community.

3. Objective: Increase support for small businesses.

1. Strategy: Expand business incubator opportunities for small businesses.

Rationale: To identify and support potential community partners and organizations providing needed services to growing businesses.

How: Work with existing Community Development Corporations (CDC’s) to expand opportunities for new American entrepreneurs.

Participants: Whittier CDC

Schedule: Research and planning ongoing.

Resources: \$0 or as funds become available. Funds will be used to support program development and new construction or building rehabilitation.  
Existing staff time.  
If possible, fundraising and leveraged funds.

Contract administrator: CPED

## **D. BUSINESS and LOCAL ECONOMY**

**1.3.2 Training and professional development for business owners** “Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

1. Goal: A healthy, vibrant economic community.
3. Objective: Increase support for small businesses.
2. Strategy: Research and support training/professional development opportunities for small business owners.

Rationale: The development of small businesses is good for the Whittier Neighborhood.

How: By partnering with local educational providers to develop courses relevant to small business owners in the Whittier Neighborhood.

Participants: Possible partners include St. Thomas University, Metro State University, Minneapolis Community & Technical College, Sabathani Community Center, and Minneapolis Public Schools Community Education.

Schedule: Research and planning in 2005. Funding: 2005 - \$1,000; 2006 - \$1,000.

Resources: \$2,000 in NRP Funds. Funds will be used for development and promotion of programs.  
If possible, fundraising and leveraged funds.

Contract administrator: MPS or Hennepin County

## **D. BUSINESS and LOCAL ECONOMY**

**1.3.3 Strengthen relationships between local business organizations** “Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

1. Goal: A healthy, vibrant economic community.
3. Objective: Increase support for small businesses.
3. Strategy: Strengthen relationships between local business organizations, e.g. Whittier Alliance, the Whittier Business Association, the Nicollet Avenue Business Association (NABA), the Whittier Community Development Corporation (CDC), the Lyndale Business Association, the Lyn-Lake Business Association, the Nicollet/Lake Business Association, etc.

Rationale: Strengthen connections between participating organizations and identify recommendations for outreach/support initiatives for businesses.

How: Utilize staff and volunteer time to attend meetings and support joint projects.

Participants: Whittier Alliance, Whittier BA, NABA, Whittier CDC, Lyndale BA, Lyn-Lake BA, Nicollet Lake BA, etc.

Schedule: Research and planning ongoing.

Resources: NRP Funds: None.  
Existing staff time.  
If possible, fundraising and leveraged funds.

Contract administrator: None

## **D. BUSINESS and LOCAL ECONOMY**

**1.4.1 Research barriers to employment and available resources** “Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

- 1. Goal: A healthy, vibrant economic community.
- 4. Objective: Increase employment & self-sufficiency of Whittier residents & families.
- 1. Strategy: Engage an intern through the Center for Urban and Regional Affairs (CURA) at the University of Minnesota to research (1) barriers to employment for Whittier residents (e.g. education, training, health care, childcare) and (2) available resources for residents.
  - Rationale: Increasing self-sufficiency for Whittier residents and families; stabilizing neighborhood.
  - How: Apply for a CURA intern (or other interns through the University Neighborhood Network) who will collaborate with a neighborhood task force.
  - Participants: CURA, University Neighborhood Network, an intern, Whittier Alliance, local employment agencies and businesses.
  - Schedule: Research and planning ongoing.
  - Resources: NRP Funds: None  
CURA: Interns provided free of cost for neighborhood projects.  
Existing staff time.  
If possible, fundraising and leveraged funds.
  - Contract administrator: None

## **D. BUSINESS and LOCAL ECONOMY**

### **1.4.2 Support educational training for employment opportunities**

1. Goal: A healthy, vibrant economic community.
4. Objective: Increase employment & self-sufficiency of Whittier residents & families.
2. Strategy: Fund education and training for employment opportunities involving Whittier residents.

Rationale: To overcome barriers to employment. Lack of computer skills may prohibit entry into the job market. Maximize Phase I investment in facilities.

How: Offer computer education courses at local schools for adult learners.

Participants: Whittier Alliance, local agencies, businesses, residents and schools.

Schedule: Ongoing.

Resources: \$0 or as funds become available. Funds will be used for hardware, software, instruction time and computer lab access fees.  
Existing staff time.  
If possible, fundraising and leveraged funds.

Contract administrator: Hennepin County or MPS/Community Education

## **D. BUSINESS and LOCAL ECONOMY**

**1.5.1 Outreach to diverse businesses** “Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.”

- 1. Goal: A healthy, vibrant economic community.
- 5. Objective: Increase representation on the Whittier Business Association to broadly represent commercial business in Whittier.
- 1. Strategy: Conduct outreach to businesses in areas beyond Nicollet and to small businesses in Whittier.
  - Rationale: To increase participation and representation on the Business Association.
  - How: Utilize staff and volunteers to reach out to the diverse Whittier businesses.
  - Participants: Whittier Business Association and other local business associations (e.g. Lyn-Lake, Nicollet-Lake, etc.) and CPED assistance – the “Tool Box”.
  - Schedule: Research and planning ongoing. Funding: 2005 - \$1,000; 2006 - \$1,000.
  - Resources: \$2,000 in NRP funds.  
Existing staff time.  
If possible, fundraising and leveraged funds.
  - Contract administrator: NRP
  - Notes: NRP funds will be used for communications, copying, or to support the business associations with Whittier Alliance staff time for outreach activities.

## **D. BUSINESS and LOCAL ECONOMY**

### **2.1.1 Housing and Commercial Development Manager** “Strengthen City government management and enhance community engagement.”

- 2. Goal: To provide meaningful neighborhood review and comment to the City, the County and developers for development proposals, site plan reviews, zoning requests, conditional use permits, variances, and other aspects of development in the Whittier Neighborhood.
- 1. Objective: Improve Whittier Alliance ability to respond to requests from developers and governments on commercial and industrial projects and proposals.
- 1. Strategy: Provide funding for professional staff to assist Whittier Alliance committees, Board, and general membership for review and neighborhood input on commercial and industrial proposals and implementation of NRP funded commercial and industrial programs.

Rationale: Although the number of commercial and industrial projects and proposals in the Whittier neighborhood indicate a strong and vibrant neighborhood economy, the need for increased staff time to assist in these reviews and programs places a financial burden on the neighborhood association.

How: Hire professional staff to work with the Board, committees and neighborhood volunteers in the review and comment process on commercial and industrial development projects and proposals and implement NRP funded business and commercial programs. .

Participants: Whittier Alliance, business associations, and neighborhood residents.

Schedule: Ongoing. Funding: 2005 - \$10,000; 2006 - \$10,000; 2007 - \$10,000; 2008 - \$10,000; and 2009 - \$10,000.

Resources: NRP funds \$50,000

Contract administrator: NRP

## E. COMMUNITY BUILDING

### NRP Steering Committee funding recommendation

1.38% of \$2.466 million = \$34,000

**KEY FACTS:** The Community Building focus area emerged largely at the Whittier Workshop through ideas posted by workshop participants. It builds on Whittier's increasing diversity and the need to further incorporate underrepresented groups in the Whittier Alliance.

In Phase I, \$2.56 million in community building expenditures was leveraged to over \$16.5 million spent on Whittier Community School/Community Park/Neighborhood Early Learning Center complex, Bookmobile and Bethlehem Community Center initiatives.

Four of the focus group participants said, "the diversity in the neighborhood is very good," "Whittier needs a summer festival," "we need to look out for each other" and "the 'alternative' feel to the neighborhood is a plus."

**GOAL:** To create a sense of community and dialogue in the Whittier Neighborhood.

### WHY COMMUNITY BUILDING?

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#### History: NRP Phase I community-related goals and activities to build on

One of the five Phase I goals for the Whittier neighborhood is "Encourage community." This goal included strategies such as reducing racism and homophobia, creating a community center and neighborhood school, creating and supporting additional block and apartment clubs, creating a neighborhood awards program, and increasing home ownership. One third of Whittier's Phase I funds were spent on community building strategies, with the most visible result being the creation of the Whittier Community School for the Arts.

#### 2000 Census data

Whittier's 2000 census data shows the following information about diversity in Whittier:

- Increasing diversity, resulting in greater proportions of people identifying as Latinos/Hispanics and smaller proportions of those identifying as White or Black/African Americans. Current proportions:

White:	53.53%	(- 2%)
Black/African American:	19.96%	(- 11%)
American Indian/Alaska Native:	2.15%	(- 43%)
Asian/Native Hawaiian/Pacific Islander:	5.52%	(+ 74%)
Another race:	13.05%	(+ 761.5%)
Two or more races:	5.79%	(no previous measure)
<b>Total:</b>	<b>100.00%</b>	

- Hispanic or Latino ethnicity: 21.64% (+ 521.3%)  
Because the census measures ethnicity separately from race, individuals identifying as Hispanic or Latino must identify with a race category (above), most often "White" or "Another race" and then identify as Hispanic or Latino in the ethnicity category.

- The 2000 census made no provision for identifying ethnicity of recent immigrants and refugees from East Africa (most notably Somalis, Oromos, and Ethiopians). Therefore, there is no certain data identifying percentages of those identifying as Africans (as opposed to those identifying as African-Americans).

### **Survey information**

Survey information about community building is in many ways closely related to the data about safety, in that how well community members know or don't know their neighbors and how safe they feel contribute to a sense of community. Survey respondents indicated that, as noted in the safety area, they feel safer closer to home – but that many community members do not know people on their block well. Many renters do not know people in their building. Respondents indicated that cultural diversity is a strength in Whittier.

- Only 13% of survey respondents say they know people on their block “very well;” 37% know people on their block “not at all.”
- 20% of renters say they don't know people in their building, and 50% say they don't know people on their block.
- People feel safe both day and night the closer they are to home: in home, 85%; in yard, 66%; on streets, 39%.
- 82% of survey respondents say that Whittier's cultural diversity is a strength (61% a major strength).

### **Focus group information**

Comments related to community building were reported in many of the focus groups. Most were elicited in response to the questions related to community environment (“How comfortable are you in this neighborhood?”) and children and families (“Would you raise a family here?”). Responses specific to the topic of community building relate mainly to diversity and a “neighborhood feeling.”

- Some groups cited block club activities as a positive contributor to the community environment, and discussed “knowing your neighbors” as contributing to quality of life for families.
- At least one group noted “a good neighborhood feeling,” and one moderator reported a sense of “affection for Whittier.”
- Racial diversity was reported as positive, both in general and particular to raising a family in the neighborhood.
- Some groups commented on negative behavior and “lack of communal feeling.” In particular, the need for greater parental supervision of children/youth was noted, as was the aggressive behavior of children observed by some participants.

## **E. COMMUNITY BUILDING**

**1.1.1 Outreach plan** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

- 1. Goal: To create a sense of community and dialogue in the Whittier neighborhood.
- 1. Objective: Increase involvement of diverse groups in Whittier Alliance activities.
- 1. Strategy: Develop and implement outreach plan for the Whittier neighborhood to connect the Whittier Alliance to the following communities: African American, Asian, Latino, and Somali.
  - Rationale: Neighborhood is increasing in diversity, based on 1990 and 2000 Census.
  - How: We will first retain a consultant to assess challenges to the Whittier Alliance in including diverse community members and to develop an outreach plan. We will hire four outreach workers to carry out the outreach plan to diverse communities in the Whittier neighborhood.
  - Participants: Whittier Alliance, community members (esp. leaders of diverse groups), businesses (esp. minority business owners), and potentially Americorps and VISTA.
  - Schedule: Research and planning in ongoing.
  - Resources: \$0 or as funds become available. Funds will be used for consultant fees, survey costs, salaries and program costs. If possible, fundraising and leveraged funds.
  - Contract administrator: NRP

## **E. COMMUNITY BUILDING**

**1.1.2 Limited English proficiency plan** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: To create a sense of community and dialogue in the Whittier neighborhood.
  1. Objective: Increase involvement of diverse groups in Whittier Alliance activities.
  2. Strategy: Develop and implement a Limited English Proficiency (LEP) plan enabling community members to access the Whittier Alliance using technology and printed materials.
- Rationale: Whittier is a diverse community; we need to establish greater community identity and connectedness among people of all races and ethnicities who live, work, or own property in Whittier, and demonstrate that all people in Whittier are valued.
- How: The Whittier Alliance will research models for LEP plans through Hennepin County Office of Multicultural Services and the Minneapolis School district. The Whittier Alliance will also purchase translation equipment to be used at community meetings.
- Participants: Whittier Alliance, Hennepin County (model), Minneapolis Public School District (plan).
- Schedule: Research and planning ongoing.
- Resources: \$0 or as funds become available.  
Existing staff budget.  
If possible, fundraising and leveraged funds.
- Contract administrator: NRP
- Notes: ISIAH community organization uses Williams translation equipment bought through Northstar Sound (612/871-6016). Catalog is at Whittier Alliance office.

## **E. COMMUNITY BUILDING**

**1.2.1 Visual identity for Whittier** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: To create a sense of community and dialogue in the Whittier neighborhood.
  2. Objective: Increase sense of identity and connectedness among Whittier community members.
  1. Strategy: Develop and implement visual identity for Whittier.
    - Rationale: Whittier is a diverse community; we need to establish greater community identity and connectedness among people of all races and ethnicities who live, work, or own property in Whittier, and demonstrate that all people in Whittier are valued.
    - How: We will develop a plan to create a visual identity using purchased materials such as banners, lights, gateway or neighborhood identity signs, and/or other structures.
    - Participants: Whittier Alliance, property and business owners, and block clubs (5<sup>th</sup> Precinct Crime Prevention Specialist).
    - Schedule: Research and planning in 2006. Funding: 2007 - \$4,000; 2008 - \$10,000.
    - Resources: \$14,000 in NRP Funds (for supplies and materials).  
If possible, fundraising and leveraged funds (seek sponsorships/matching funds from local businesses and other sources).
- Contract administrator: Public Works
- Notes: See Whittier Sign Project from 1996 - examples in implementation file.

## **E. COMMUNITY BUILDING**

**1.2.2 Community building activities** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: To create a sense of community and dialogue in the Whittier neighborhood.
  2. Objective: Increase sense of identity and connectedness among Whittier community members.
  2. Strategy: We will conduct at least one community activity in Whittier each year to increase volunteerism and participation in NRP plan implementation.
- Rationale: Whittier is a diverse community; we need to establish greater community identity and connectedness among people of all races and ethnicities who live, work, or own property in Whittier, and demonstrate that all people in Whittier are valued and encouraged to be active in the community.
- How: The Whittier Alliance will establish a community activity task force to develop and implement opportunities to increase volunteerism and NRP participation.
- Participants: Whittier Alliance and community partners.
- Schedule: Research and planning ongoing. Funding: 2005 - \$5,000; 2006 - \$5,000; 2007 - \$5,000; 2008 - \$5,000.
- Resources: \$20,000 in NRP Funds. Funds will be used for promotion, supplies and rental equipment.  
If possible, fundraising and leveraged funds.
- Contract administrator: NRP

## **E. COMMUNITY BUILDING**

**1.2.3 Welcome kits** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. **Goal:** To create a sense of community and dialogue in the Whittier neighborhood.
  2. **Objective:** Increase sense of identity and connectedness among Whittier community members.
  3. **Strategy:** Create and distribute welcome kits for new Whittier residents.
- Rationale:** Whittier is a diverse community; we need to establish greater community identity and connectedness among people of all races and ethnicities who live, work, or own property in Whittier, and demonstrate that all people in Whittier are valued.
- How:** The Whittier Alliance will create a welcome kit including neighborhood information, emergency information, coupons from businesses & restaurants, appropriate documents published by the City of Minneapolis, etc. and distribute this kit to new residents with the help of rental property owners and real estate agents.
- Participants:** Whittier Alliance, City Council member, businesses, renters, rental property owners, homeowners, and other neighborhood organizations.
- Schedule:** Research and planning ongoing.
- Resources:** \$0 or as funds become available. Funds will be used for first year startup costs, develop materials, copy costs and supplies. If possible, fundraising and leveraged funds, (seek sponsorships from local businesses and other matching funds).
- Contract administrator:** City of Minneapolis Communications Department
- Notes:** See list of items in last Welcome Kit developed in Implementation Ideas.

## **E. COMMUNITY BUILDING**

**1.2.4 Public art** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1.     **Goal:**            To create a sense of community and dialogue in the Whittier neighborhood.
  
  2.     **Objective:**    Increase sense of identity and connectedness among Whittier community members.
  
  4.     **Strategy:**     Create at least 5 community arts spaces (e.g. public murals), involving youth and racially/ethnically diverse individuals.
- Rationale:**   Whittier is a diverse community; we need to establish greater community identity and connectedness among people of all races and ethnicities who live, work, or own property in Whittier, and demonstrate that all people in Whittier are valued.
- How:**            The Whittier Alliance will form a public arts task force through the Whittier Alliance Community Livability Committee. This task force will develop partnerships with community organizations and research community art developed in other neighborhoods. Public art will be developed with artists through these partnerships.
- Participants:** Whittier Alliance, community youth- and arts-focused organizations (Intermedia Arts, Whittier Community School for the Arts, Old Arizona, etc.), community members, businesses and the Midtown Greenway Coalition.
- Schedule:**     Research and planning ongoing.
- Resources:**    NRP Funds: None.  
                  If possible, fundraising and leveraged funds.
- Contract administrator:** None

## **E. COMMUNITY BUILDING**

**1.3.1 New American acculturation** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: To create a sense of community and dialogue in the Whittier neighborhood.
  
3. Objective: Increase accessibility of the Whittier Alliance to New Americans and others with limited English skills.
  
1. Strategy: Develop resource databank for new Americans.  
  
Rationale: Whittier is a diverse community; we need to establish greater community identity and connectedness among people of all races and ethnicities who live, work, or own property in Whittier, and demonstrate that all people in Whittier are valued.  
  
How: Whittier Alliance staff will research information sources and create the databank.  
  
Participants: Whittier Alliance, Somali, Hispanic and East Asian community organizations, Hennepin County and United Way.  
  
Schedule: Research and planning ongoing.  
  
Resources: NRP Funds: None.  
Existing staff time.  
If possible, fundraising and leveraged funds.  
  
Contract administrator: None

## E. COMMUNITY BUILDING

**1.4.1 Intergenerational gardening** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: To create a sense of community and dialogue in the Whittier neighborhood.
  4. Objective: Increase connectedness and number of community gardeners.
  1. Strategy: Establish an intergenerational gardening program in Whittier that will provide youth with jobs and mentorship from adult volunteer gardeners.
- Rationale: Whittier is a diverse community; we need to establish greater community identity and connectedness among people of all ages, races and ethnicities who live, work, or own property in Whittier, and demonstrate that all people in Whittier are valued.
- How: The Whittier Community Garden Club will partner with existing community gardeners and with youth-serving, gardening and environmental organizations (e.g. MN Green, the Sustainable Resources Center and the Lyndale Youth Farm Project). This group will identify potential youth gardening projects and recruit youth participants (10-15 participants ages 8-15).
- Participants: Whittier Alliance, Whittier Community Garden Club, gardening and environmental organizations, youth serving organizations and faith based communities.
- Schedule: Research and planning ongoing.
- Resources: \$0 or as funds become available. Funds will be used for program expenses.  
If possible, fundraising and leveraged funds
- Contract administrator: Hennepin County

## E. COMMUNITY BUILDING

**1.4.2 Community garden spaces** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: To create a sense of community and dialogue in the Whittier neighborhood.
  4. Objective: Increase connectedness and number of community gardeners.
  2. Strategy: Establish community garden spaces in Whittier through purchase, lease, or donation of land.
- Rationale: Whittier is a diverse community; we need to establish greater community identity and connectedness among people of all races and ethnicities who live, work, or own property in Whittier, and demonstrate that all people in Whittier are valued.
- How: The Whittier Community Garden Club will partner with existing community gardeners and with gardening and environmental organizations (e.g. MN Green and the Sustainable Resources Center). This group will identify potential community garden spaces in Whittier and work to convert these spaces to gardens through possible land purchase, working with the Urban Land trust, or accessing excess public land along the Greenway or through the Minnesota Department of Transportation (MN-DOT) or Hennepin County. Liability insurance may be required.
- Participants: Whittier Alliance, MCDA, City of Minneapolis Public Works, gardening and environmental organizations.
- Schedule: Research and planning ongoing.
- Resources: NRP Funds: None.  
If possible, fundraising and leveraged funds.
- Contract administrator: None
- Notes: Per Public Works, food may not be grown on public right of way.

## E. COMMUNITY BUILDING

**1.4.3 Community Garden Club** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: To create a sense of community and dialogue in the Whittier neighborhood.
4. Objective: Increase connectedness and number of community gardeners.
3. Strategy: Promote gardening in Whittier with educational programs, materials, and opportunities to maintain gardens in public spaces.

Rationale: Whittier is a diverse community; we need to establish greater community identity and connectedness among people of all races and ethnicities who live, work, or own property in Whittier, and demonstrate that all people in Whittier are valued. Having community gardeners working together and sharing ideas, supplies, resources, tools, and their garden surplus will support this goal.

How: Whittier Alliance will do outreach to existing gardeners and gardening groups in Whittier and partner with gardening and environmental organizations. A membership in MN Green will be purchased, as will perennial plants and shrubs.

Participants: Whittier Alliance, current gardeners, gardening and environmental organizations (e.g. MN Green, Sustainable Resources Center) and Master Gardener extension service from the University of Minnesota.

Schedule: Research and planning ongoing.

Resources: \$0 or as funds become available.  
Existing staff time.  
If possible, fundraising and leveraged funds.

Contract administrator: NRP

Note: Funds will be used for educational programs and materials, Minnesota Green memberships and perennial plants for public spaces.

## **E. COMMUNITY BUILDING**

**1.5.1 Programs for community building** “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

1. Goal: To create a sense of community and dialogue in the Whittier neighborhood.
5. Objective: Support outreach into new American communities.
1. Strategy: Support initiatives of new American communities to become involved in the Whittier neighborhood.

Rationale: This idea emerged from meetings with members of the Latino and Somali communities. Through the outreach plan, relationships will be strengthened with a variety of diverse ethnic/racial groups in Whittier. These strengthened relationships will result in newly identified needs, which can be met through emerging initiatives.

How: Groups led by members of these diverse groups will determine needs and apply for funds from a task force of the Whittier Alliance.

Participants: Whittier Alliance, ethnic groups via organizations and individuals and resident and business groups.

Schedule: Research and planning ongoing.

Resources: \$0 or as funds become available. Funds will be used for promotion, program materials and organizer fees.  
Existing staff time.  
If possible, fundraising and leveraged funds.

Contract administrator: NRP

## F. PLAN DEVELOPMENT and IMPLEMENTATION

### NRP Steering Committee funding recommendation 15.13% of \$2.466 million = \$373,288

#### I.I.I NRP Planning and Implementation Resources “Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.”

- I. Goal: Ensure that the NRP Phase II Plan is developed and effectively Implemented, and actively communicated to neighborhood stakeholders, building a sense of community and ownership in the Whittier neighborhood.
- I. Objective: Increase the number of participants and broaden the spectrum of Whittier stakeholder groups as they are represented in planning and implementing NRP activities.
  - 1.a Strategy: Develop the Whittier Neighborhood Phase II Plan.
  - 1.b Strategy: Hire professional staff and provide an appropriate budget to conduct planning, monitoring, evaluation and oversight to implement the approved NRP Phase II Plan (Also, see Safety 1.1.1 and Youth 1.1.1)
- Rationale: The spectrum of activities required to effectively implement the NRP Phase II Plan and to achieve the objectives of the program requires a solid organization. Professional staff will manage the budgets and contracts for NRP tasks and communicate with the neighborhood and the numerous groups and agencies involved with issues affecting Whittier.
- How: Hire and retain qualified personnel.
- Participants: Whittier Alliance Board of Directors and Implementation Committee
- Schedule: 2004 completion of revision of the 9-25-02 Phase II Plan - \$30,000.  
Implementation: 2005 - \$84,600; 2006 - \$84,600; 2007 - \$84,600; 2008 - \$74,600; 2009 - \$68,704.
- 1.a Resources: \$30,000 from the Phase II Plan Development Advance Fund, \$65,000 rolled-over funds from Phase I via Phase I Plan Modification numbers 15, 16, and 19, which become Phase II Plan Modification numbers 1, 2, and 3 respectively.
- 1.b Resources: \$397,104 in NRP funds – budget attached.  
If possible, fundraising and leveraged funds.

Contract administrator: NRP

Notes:           Activities include:

- Soliciting volunteers for neighborhood NRP activities.
- Planning and revision of the Phase II Plan
- Tracking and reporting on implementation budgets and contracts
- Integrating NRP activities as appropriate with block clubs, the Whittier Business Association, and other organizations directly involved in the neighborhood.
- Coordinating NRP activities with special task forces, city agencies, and groups working on issues affecting Whittier.
- Writing and soliciting articles for city-wide and local newspapers, newsletters, and other media to publicize NRP progress and issues.
- Help schedule and publicize neighborhood meetings, forums, activities, etc.
- Implementation of the Youth and Safety Strategies
- Provide information to PlanNet NRP
- Conduct Phase II Review

**WHITTIER ALLIANCE  
NRP PHASE II 5-YEAR (2004 – 2009) DRAFT BUDGET  
Personnel & Operational Expenses  
January 20, 2005**

The Neighborhood Development Manager and Community Organizer positions are FT and the Office Coordinator and Safety Coordinator are part-time positions. All positions would be responsible for working on Phase II initiatives, with a decreasing reliance on NRP Funds.

Personnel expenses include salary plus health benefits, payroll taxes, unemployment and workman's comp expenses based on 2080 hours per year (40 hr per wk, 52 wks.). Non-personnel/office expenses include rent and utilities, supplies, communication cost. Based on the NRP yearly funding allocations, we have not factored in salary increases or increased operational expenses due to inflation.

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<u>NRP PHASE II FUNDS – 2004</u>			
<u>PERSONNEL EXPENSES</u>	Rate	x	# hours +
	20% Fringe	=	Total
Neighborhood Devel. Mgr (5mo.)20/hr			16,700
Community Organizer	15/hr	x	12,500
Operating Expenses			800
<b>Total Personnel Expenses - 2004</b>			<b>\$30,000</b>

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<u>NRP PHASE II FUNDS – 2005</u>			
Personnel Expenses		Salary	+
		20% Fringe	= Total
Community Organizer & Office Co-ord.	\$45,000	9,000 =	\$54,000
Safety Coordinator	5,000	5,000 Youth Collaboration	
Facilitation	10,000	10,000 Operating Expenses	
Rent & Utilities			9,000
Communication			4,200
Supplies, Translation			2,400
<b>Total Personnel Expenses - 2005</b>			<b>\$84,600</b>



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NRP PHASE II FUNDS – 2009

Personnel Expenses		20% Fringe	=	Salary	+
					Total

Community Organizer & Office Co-ord.	\$44,000	8,800	=	\$52,800	
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Safety Coordinator				<b>3,816</b>	
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**3,816**

Operating Expenses

Rent & Utilities				8,000
Communication				2,088
Supplies, Translation				2,000

Total Personnel Expenses - 2009					\$68,704
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