

MEMORANDUM

To: Policy Board Members and Alternates

From: Robert D. Miller, Director

Date: November 16, 2005

Subject: Harrison NRP Phase II Neighborhood Action Plan

The Harrison Neighborhood Association (HNA) is submitting their NRP Phase II Neighborhood Action Plan on behalf of the Harrison neighborhood for your approval.

The Harrison NRP Phase II Neighborhood Action Plan requests a total NRP appropriation of \$846,641. Of these funds, \$39,657.50 has already been received from the Phase II Plan Development Reserve Fund. The plan also includes NRP awards from the Affordable Housing Reserve Fund for Ripley Gardens (\$300,000) and Olson Town Homes (\$555,000) and from the Community Oriented Public Safety Reserve Funds (\$61,955). A draft of this plan was circulated electronically to public staff this fall and all the comments received have been incorporated into this final version. The plan has also received a clean legal opinion.

The Harrison NRP Phase I Neighborhood Action Plan was approved in July of 1997. Harrison committed over 63% of its Phase I allocation to housing. In addition to providing loans and grants, HNA pioneered a popular tool lending program. HNA found early on that establishing (and insuring) their own tool library would be too costly. They responded by creating a program where residents can receive tool vouchers from the HNA office – and learn what else is happening in Harrison – and then redeem the vouchers for tool rentals at Broadway Rental. Neighborhood residents are assisted while a local business is supported. This program was used over 150 times in 2004. Harrison residents also committed \$300,000 and worked tirelessly with school and park staff to create the Harrison Community Center, which is now home to HNA.

The Harrison NRP Phase II Neighborhood Action Plan commits over 70% of its allocation to housing. Perhaps more importantly, HNA views this plan as a real opportunity to reduce racism, build social capital, and create a neighborhood in which all residents can flourish. In a neighborhood where less than 25% of residents are white and over 30% of households speak a language other than English at home, these goals are key. The plan addresses current conditions by including strategies for homeownership workshops, cultural partnerships, and an Environmental Justice Coordinator. Successful Phase I strategies such as the Home Improvement Revolving Loan Program, the Emergency Deferred Loan Program and the Tool

Lending Library are also included in the Phase II plan. This plan was approved by the HNA Board on October 10 and by Harrison residents on October 11, 2005.

Based upon the actions of the neighborhood, the results of the distribution to public staff and the request of the neighborhood, I recommend that the Policy Board adopt the following resolution:

WHEREAS: On April 19, 2004 the Minneapolis Neighborhood Revitalization Program (NRP) Policy Board ("Board") approved a Phase II allocation for the Harrison neighborhood of \$846,641, based on the Phase II revenues projected for NRP;

WHEREAS: The neighborhood conducted a Phase II neighborhood planning process that began in 2005 and has submitted a Harrison NRP Phase II Neighborhood Action Plan that requests a Phase II allocation of \$846,641;

WHEREAS: The Harrison neighborhood has allocated at least 70% of their Phase II Neighborhood Action Plan to housing programs, projects, services and activities;

RESOLVED: That the Minneapolis Neighborhood Revitalization Program Policy Board (Board) hereby accepts and adopts the Harrison NRP Phase II Neighborhood Action Plan;

RESOLVED FURTHER: That the Board hereby authorizes the Director to request the City Council and Mayor [a] amend the 2005 General Appropriation resolution by increasing the Community Planning and Economic Development Department agency Fund CNR – NRP Program Fund (CNR0-890-3550) by \$806,983.50 and [b] authorize the appropriate City officers to enter into any contracts or agreements necessary to implement the activities above;

RESOLVED FURTHER: That up to 70 percent of the amount approved for this plan (\$592,649) shall be available for obligation in the first three (3) years after approval of the appropriation for this plan.

November 14, 2005

Robert Miller
Neighborhood Revitalization Program
Crown Roller Mill, Suite 425
Fifth Avenue South
Minneapolis, MN 55401

Dear Mr. Miller,

On behalf of the Harrison Neighborhood Association, I am pleased to submit our NRP Phase II Plan. The submitted plan marks a new chapter for the Harrison Neighborhood Association and the Harrison neighborhood focused on reducing poverty by promoting a future that will equitably benefit all Harrison's diverse racial, cultural and economic groups.

We view poverty to be the number one issue facing Harrison, but recognize that Racism is the number one issue keeping us from building the social capital necessary to lift our community out of poverty. The neighborhood approved NRP Phase II Plan is a concrete example of our efforts to set a new course for our community.

There is much to be proud of in our Phase II Plan. Highlights include;

- Our organization's new vision reflecting our commitment to an UnDoing Racism process and desire that all future changes equitably benefit everyone.
- An extensive community engagement process was conducted with an emphasis on connecting with the ethnic diversity of the neighborhood. The ethnic based focus groups were well attended and held over the course of the summer months with the Lao, Somali, African-American, Hmong, and Latino residents of Harrison.
- The successful use of NRP Reserve Fund dollars to maintain and create new high quality affordable housing units. And lastly,
- The reoccurring theme throughout the Phase II Plan promoting economic, racial and environmental justice for our community.

Our NRP Phase I Plan provided the community with a new community center, pedestrian-scale lighting, substantial resources stabilizing our housing stock, and the skills and collective self-confidence to address issues of poverty and racism openly and honestly. We are eagerly waiting to begin implementing our NRP Phase II Plan.

Sincerely,

Lisa Goddard
Board President
Harrison Neighborhood Association

HARRISON NEIGHBORHOOD PHASE II NRP ACTION PLAN

ACTIVITY	EARLY ACCESS		2005		NRP	PROGRAM INCOME	PHASE I ROLLOVER	OTHER FUNDS *	CHANGES
	NRP HOUSING	NRP OTHER	NRP HOUSING	NRP OTHER	PHASE II TOTAL				
HOUSING (page 10):									
1.A.1. Expand Tool Lending Library			50,000		50,000				
1.B.1. Home Improvement Loan/Grant Program			50,000		50,000				
1.C.1. Emergency Deferred Loan Pool			50,000		50,000				
1.D.1. Energy Efficiency Improvement Loan Pool			35,000		35,000				
1.E.1. Housing Coordinator			190,000		190,000				
2.A.1. Major Project Subsidy Program			50,000		50,000				
3.A.1. Homeownership Workshops			10,000		10,000				
4.A.1. Housing Resource Library			5,000		5,000				
5.A.1. Ripley Gardens (AHRF)	see ** below				-				
6.A.1. Olson Town Homes (AHRF)	see ** below				-				
BUSINESS AND ECONOMIC DEVELOPMENT (page 21):									
7.A.1. Community Branding Initiative				3,000	3,000				
8.A.1. Economic Development Organizer				57,000	57,000				
CRIME AND SAFETY (page 24)									
9.A.1. Community Oriented Public Safety Initiative		see *** below			-				
9.B.2. Community Organizer				15,000	15,000				
ENVIRONMENT (page 29):									
10.A.1. Clean Sweep				5,000	5,000				
10.B.1. Restore Bassett Creek					0			175,000	
10.D.1. Buckthorn Removal				2,000	2,000				
10.F.1. Environmental Justice Coordinator				74,000	74,000			10,000	
UNDOING RACISM (page 36):									
11.A.1. Undoing Racism Leadership Training				10,000	10,000				
COMMUNITY ENGAGEMENT (page 39):									
12.A.1. Cultural Partnerships				12,483.50	12,483.50				
13.A.1. Community-based Initiatives Grant Pool				5,000	5,000				
13.B.1. Administrative Support				183,500	183,500				
13.B.2. Phase II Plan Development		39,657.50			39,657.50				
TOTAL	0	39,657.50	440,000	366,984	846,641.00	0.00		185,000	
APPROVED EARLY ACCESS - PLAN DEV'L	39,657.50				39,657.50				
ACTION PLAN REQUEST	39,657.50		806,984		846,641.00				
APPROVED AFFORDABLE HOUSING FUND **	855,000				855,000				
APPROVED COPSI RESERVE FUND ***	61,955				61,955				
ADMINISTRATIVE FUNDS IN PLAN	39,658		193,500		233,158				
ADMINISTRATIVE FUNDS FOR HOUSING					167,224				
TOTAL HOUSING ALLOCATION					607,224	71.72%			
AMT. AVAILABLE (70%) IN 1ST 3 YEARS ****	39,657.50		552,991		592,649				

* - Other Funds listed on this spreadsheet are projected in the Action Plan, but are not committed by NRP, any public jurisdiction or other entity unless noted in the Comments section below.

** - Ripley Gardens (Housing 5.A.1.) was funded through the NRP Affordable Housing Reserve Fund for \$300,000. Olson Town Homes (Housing 6.A.1.) also was funded through the NRP Affordable Housing Reserve Fund for \$555,000. As such, these are considered Early Access projects. However, the allocations are not included in the total Action Plan Request, nor are they included in the calculation of the neighborhood's Housing Allocation.

*** - The Near North/Willard Hay and Harrison Community Oriented Public Safety Initiative (Crime and Safety 9.A.1.) was funded through the NRP Community Oriented Public Safety Initiatives Reserve Fund (COPSIRF) for a total of \$185,865; Harrison's portion of the allocation is \$61,955. Since the allocation is from the Community Oriented Public Safety Initiatives Reserve Fund, the allocation is not included in the total Action Plan Request calculated above, nor does it count against the neighborhood's Phase II allocation.

**** - On March 22, 2004, the NRP Policy Board adopted a policy that requires each neighborhood to limit its Phase II Neighborhood Action Plan obligations to no more than 70% of of their neighborhood allocation during the first three years following approval of its action plan.

HARRISON NEIGHBORHOOD PHASE II NRP ACTION PLAN

ACTIVITY	COMMENTS	CONTRACT ADMINISTRATOR				
<u>HOUSING (page 10):</u>						
1.A.1. Expand Tool Lending Library					DFD	
1.B.1. Home Improvement Loan/Grant Program					DFD	
1.C.1. Emergency Deferred Loan Pool					DFD	
1.D.1. Energy Efficiency Improvement Loan Pool					DFD	
1.E.1. Housing Coordinator					NRP	
2.A.1. Major Project Subsidy Program	Maximum subsidy = \$25,000				CPED	
3.A.1. Homeownership Workshops					DFD	
4.A.1. Housing Resource Library					DFD	
5.A.1. Ripley Gardens (AHRF)					CPED	
6.A.1. Olson Town Homes (AHRF)					CPED	
<u>BUSINESS AND ECONOMIC DEVELOPMENT (page 21):</u>						
7.A.1. Community Branding Initiative					DFD	
8.A.1. Economic Development Organizer					NRP	
<u>CRIME AND SAFETY (page 24)</u>						
9.A.1. Community Oriented Public Safety Initiative					Police Department	
9.B.2. Community Organizer					NRP	
<u>ENVIRONMENT (page 29):</u>						
10.A.1. Clean Sweep					Public Works	
10.B.1. Restore Bassett Creek	Other funds from LCMR grant					
10.D.1. Buckthorn Removal					DFD	
10.F.1. Environmental Justice Coordinator	Other funds from Headwaters Foundation grant				DFD	
<u>UNDOING RACISM (page 36):</u>						
11.A.1. Undoing Racism Leadership Training					NRP	
<u>COMMUNITY ENGAGEMENT (page 39):</u>						
12.A.1. Cultural Partnerships					NRP	
13.A.1. Community-based Initiatives Grant Pool					Hennepin County	
13.B.1. Administrative Support					NRP	
13.B.2. Phase II Plan Development					NRP	

Harrison Neighborhood Phase II Action Plan (Harrison 2)

Date Prepared: October 27, 2005

Last Revision: November 16, 2005

Prepared By: Robert Cooper, Finance 673-5239

Harrison Neighborhood Association's



Neighborhood Revitalization Program Phase II Action Plan

October 11, 2005

Executive Summary

Harrison Neighborhood Association: Brief history within community

The Harrison Neighborhood Association is a resident driven non-profit organization, and it is the officially recognized citizen participation organization for the Harrison neighborhood. Community members incorporated the Harrison Neighborhood Association in 1984 to collectively address the neighborhood's challenges and hopes.

The Harrison neighborhood is located in north Minneapolis. With a population of 4,156, this community is nestled between Bassett Creek, the Farmers Market, and is bounded by Olson Memorial Highway and Theodore Wirth Park. According to the 2000 Census: 39% of the residents are African American, 27% are Southeast Asian, and 25% are White. The Southeast Asian population has grown 92% since the 1990 Census. The population of Harrison overall has grown 21% in ten years without an increase in housing units. Accompanying the population increase is the startling statistic that 37% of those in Harrison are under the age of 18, and of those, 63% live in poverty.

Some of the uniqueness of Harrison can be found in the statistic that according to the 2000 Census, 30% of Harrison households speak a language other than English at home, and 13% of all households are “linguistically isolated” – meaning that all members of the household age 14 years and over have at least some difficulty with English. Additionally, the median income for a Harrison family is \$21,314. A reported 61% of Harrison families have a female head of household. All of these demographics illustrate the varied composition of the Harrison community. Organizing with a wide range of issues, and concerns—let alone languages, create a challenging, yet rich atmosphere in which to develop civic involvement and change.

The purpose of HNA is stated in its mission statement: *To foster community awareness, to improve the quality of life within our community; to educate residents in the use of effective procedures for resolving problems or initiating improvements; and to unite all efforts within the community in raising and acting on issues of common concern.*

Decision-making Process, Leadership Base, Governance

The Harrison Neighborhood Association has an open membership criteria. Everyone who resides, owns property or represents a business in Harrison can be a member of the organization and can participate in decision-making at neighborhood-wide meetings, committee meetings and workgroups. There is no citizenship or attendance requirement to bar involvement. Community members make decisions during committee meetings, neighborhood-wide meetings and at board meetings. Board Members are limited to those who live in the neighborhood in addition to four At-Large seats reserved for business owners and/or representatives of institutions in the neighborhood. Neighbors elect board members during the organization's Annual Meeting in May.

The Harrison Neighborhood Association has worked long and hard to fulfill the above mission statement and to involve residents of all races, classes and religions. The organization currently has the involvement of African Americans, Southeast Asians, Caucasians, single mothers, homeowners and renters. Ensuring representation of these various groups is a continuous and on-going challenge. Just over half of the board of directors is people of color, 25% are renters, 3 of 4 Executive Committee members are women, and committees and workgroups encompass a wide spectrum of our neighbors. The Harrison Neighborhood Association has over 20 years of history and an extensive record of successfully bringing community members together around issues of common concern and taking action to improve the neighborhood.

NRP Phase II Process

The Review of the NRP Phase I Plan was the initial step in the Phase II process and it was led by Harrison residents. Input was gathered in several forms that included a door-to-door survey, small focus groups, and interviews with resident leadership responsible for the implementation of various strategies. The major highlights of the NRP Phase I plan include: successful housing programs that helped stabilize the housing stock in the neighborhood; construction of the Harrison Community Center that provides a home for Harrison Park, Harrison Education Center, Lao Assistance Center and the Harrison Neighborhood Association; a nearly completed pedestrian-scale lighting project along Glenwood Avenue; and a stronger and more united neighborhood.

At the 2005 Harrison Neighborhood Annual Meeting, over 200 Harrison residents were present for the election of the NRP Phase II Steering Committee. Nearly two-dozen Harrison residents answered the call to volunteer on the Neighborhood Revitalization Program (NRP) Phase II Steering Committee. For the next five months the Steering Committee spent numerous hours soliciting input, interfacing with HNA's standing committees, and drafting a plan that would address the diversity of the Harrison Neighborhood while strengthening community involvement.

Student interns from the University of St. Thomas worked closely with HNA staff and resident leadership to develop a work plan for the NRP Steering Committee. The students suggested a workable structure and timeline, which the Steering Committee ultimately adopted.

The NRP Phase II Steering Committee established several subcommittees to ensure continual progress. The subcommittees consist of Participation, Publicity, Survey/Data and Writing. Each of the subcommittees had clearly defined tasks that were delineated in the initial work plan.

Working closely with NRP Staff, the Steering Committee developed a survey and sent it out to all of Harrison's 1,300 households. From the survey, neighborhood concerns were identified and prioritized. Nearly 150 surveys

were returned and the feedback was continually used by the Steering Committee to generate strategies for Phase II Plan. The major findings from the survey were that citizens were concerned mainly about living-wage job creation, litter and drug-related problems.

The Steering Committee also held 7 focus groups that were issue-based and with each of the diverse ethnic communities that make up the Harrison Neighborhood. Focus groups were held over the course of the summer months with the Lao, Somali, African-American, Hmong, and Latino residents of Harrison. The issue-based focus groups revolved around Housing and Crime & Safety. The input gathered from these focus groups would go on to inform the development of the NRP Phase II Plan.

Different focus groups gathered different input on issues. For example, some of the concerns of the African-American group were crime and youth issues. The Somali group would like to see more amenities (such as a grocery store) in the neighborhood and are concerned with bus service. One issue of concern for the Hmong group was affordable housing. The Housing focus group discussed affordable housing as well, and more specifically, how to turn renters into homeowners.

Each of HNA's Standing Committees (Housing; Business & Economic Development; Crime & Safety; Environment; and Undoing Racism) was asked to present their priorities for NRP Phase II funding. Using the input from the standing committees, focus groups, and survey, a draft of the Phase II Plan was developed.

At an August 30, 2005, Community Meeting, a preliminary draft of the Phase II Plan strategies was presented to the Harrison Neighborhood for review. This meeting cemented support for some existing programs and strategies and created a few new strategies. These are all represented in the final Phase II plan.

As the summer of 2005 came to a close, the NRP Phase II Steering Committee began the task of writing the Phase II Action Plan. Committee members reviewed the needs of our ever-growing community and culled together workable strategies. The group hoped to develop a plan that would serve residents now and well into the future.

As an early draft of the Phase II Plan started to take shape, members of the HNA Board's Executive Committee were invited to join Steering Committee members as they fine-tuned the Phase II Plan. The final NRP Phase II Plan was submitted to the full HNA Board for approval at its October Board Meeting. The Phase II Plan was then brought before the Harrison community for a final vote on October 11, 2005.

Vision Statement

Eight years ago, the members of HNA created for NRP this vision:

We the people of the Harrison neighborhood will improve the quality of life by creating a cohesive, stable, economically vibrant community in which all people can safely coexist. We take pride in our neighborhood by building trust, enhancing understanding among cultures, and creating a community in which all members can thrive.

As the neighborhood wraps up its Phase I and moves into Phase II, surveys and focus group sessions have shown success at making small strides in making this vision a reality. The primary focus of HNA has been to advocate for its citizens by galvanizing people around key issues that were brought forward by residents. The approach has been to create strategies around problems that the neighborhood is facing (block clubs, stroll patrols, housing grants, etc.).

Many of the Phase I strategies, because of their success, should and will be carried forward as much as possible in Phase II. However, it still hasn't been enough as economic vibrancy and certainly a lack of a sense of safety still rank very high as persistent issues in the neighborhood's mindset.

Making the issue even more complex is the strong possibility that "economic vibrancy" seems plausible for the neighborhood as redevelopment begins to take shape. (The Bassett Creek Valley is slated for redevelopment in the next 5-10 years and is partially under the direction of the Harrison Neighborhood Association.) Redevelopment could mean economic vibrancy only in the sense of new higher income neighbors moving in. This creates the possibility of failing on the vision concept of "a community in which all members can thrive."

As Phase II began in earnest for Harrison, the neighborhood had already begun to ask itself big questions about what "economic vibrancy" really means for the people that already live within its borders. Additional questions about the role of institutionalized racism in creating barriers against interpersonal connections, the lack of access to power, and the limited amount of public resources truly dedicated to changing people's lives.

Resident leadership recognized that they and their organization had a responsibility to address these issues head on. A new committee was formed to address racism within and outside Harrison called the UnDoing Racism Taskforce. The neighborhood went further and created guiding principles for future redevelopment. The overarching guiding principle is: "We, the people of Harrison, view the redevelopment of the Bassett Creek Valley as an opportunity to improve the lives of the people who live and work in the Harrison neighborhood. We will not support redevelopment which does not benefit the community. 66% of us are people of color; 63% of our children live in poverty; and, nearly 25% of us speak a language other than English at home."

The main focus of this principle and the committee is to work to improve the lives of the people who live and work in the Harrison neighborhood today. Residents have begun to understand that while the status quo is unacceptable, gentrification and displacement often caused by development are equally so and are very plausible outcomes.

Current residents want to be brought along on the wave of prosperity and have determined that racism along with poverty are the root causes keeping this from happening.

Again, many of the strategies found in Phase I and proposed to carry forward in Phase II can help alleviate some of the issues. However, in focus groups, neighborhood-wide meetings, current committee briefings, and surveys a key factor throughout was a necessity for adequate staffing. Without staffing it seems neighborhood empowerment, at what appears to be a very critical time for the neighborhood, would be difficult to maintain and the staff allotments in the Phase II plan reflect this ideal. So does Harrison's new vision statement:

We are creating a prosperous and peaceful community that equitably benefits all of Harrison neighborhood's diverse racial, cultural, and economic groups.

We will combat racism and other forms of oppression by establishing an environment of stewardship where all individuals can participate through shared power and mutual accountability.

Demographics show that as diverse as Harrison was eight years ago, it is even more so today. To undertake this vision, Harrison needs to focus on empowering the disempowered. It needs to not only hear the voices of its diverse community but to create a table where Harrison's diverse groups have "power with" one another. And Harrison needs to not only reshape the table but create an environment of stewardship whereby residents take pride in their community. This will take complex organizing. It will take a lot of commitment from resident leadership and it will require special talents from outside of its volunteer base. Harrison will not meet its vision without the participation of ALL of its' neighbors and obtaining this participation is extremely challenging without professional organizing, facilitating, writing or speaking skills (especially with non-English languages).

This NRP Phase II plan is a key step at a key time for the Harrison neighborhood. It has had the input of a great cross-section of residents that have clearly communicated many common goals and dreams for a 21st century Harrison that brings peace and prosperity for all.

Housing

Goal 1: Improve and stabilize housing in Harrison.

Objective A: Provide homeowners, rental property owners and renters with the tools and resources they need to improve properties in the Harrison neighborhood.

Strategy 1: Expand Tool Lending Library.

The Tool Lending Library was initiated through the Harrison Phase I NRP Plan. Residents receive tool rental vouchers at the HNA office, which can be redeemed for tools to improve their property. As one of HNA's most popular programs, we project the Tool Lending Program to require an estimated \$10,000 per year or more in operating expenses. We hope to ensure that as many people as possible can use the program in the future. We will also research the possibility of increasing the number of vendors participating in the Tool Lending Library.

Partners: Broadway Rental [Other Potential Partners include North End Hardware, A to Z Rental, Home Depot]

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$50,000 [\$10,000 per/yr.]

Goal 1: Improve and stabilize housing in Harrison.

Objective B: Increase incentives to support investment in the existing housing stock in Harrison.

Strategy 1: Offer home improvement loans and grants to Harrison residents and property owners.

By continuing our Home Improvement program, we hope to improve Harrison's housing stock and make a visible difference in our neighborhood. Funds will be available for both exterior and interior improvements. This program, in particular, aims to ensure home improvements are accessible to low and moderate income residents. The program will continue to be marketed through the Harrison View Newsletter and marketing mailers sent to homesteaded properties in the neighborhood.

Partners: Non-profit housing administrators, Realtors

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$50,000 [\$10,000/yr.]

Goal 1: Improve and stabilize housing in Harrison.

Objective C: Support investment in housing in Harrison that has fallen into disrepair.

Strategy 1: Expand emergency deferred loan pool to Harrison property owners.

By expanding the emergency deferred loan pool, we hope to stabilize the condition of buildings in disrepair. We hope to make home improvements accessible to a large part of our neighborhood, including those not eligible for traditional loans. These loans are specifically for emergency situations, such as roof or siding repair due to storm damage. An emergency is defined as a condition that makes a house uninhabitable, extremely dangerous to occupy or capable of causing severe health problems.

Partner: Non-profit housing administrators

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$50,000 [\$10,000/yr]

Goal 1: Improve and stabilize housing in Harrison.

Objective D: Support energy efficient, environmental improvements to homes in Harrison.

Strategy 1: Create a new home improvement loan pool for environmental and energy efficient improvements.

This strategy aims to create incentives, via low-interest loans, for Harrison residents to enhance their homes with green building materials, green roofs, and other energy efficient improvements. Harrison supports green home improvements because they enhance the housing stock itself while creating a more eco-friendly environment for our citizens. As a disadvantaged neighborhood, this is an area that has typically been ignored, so we hope that with this initiative our surrounding environment will improve. Again, we hope to make home improvements accessible to a large part of our neighborhood, including those not eligible for traditional loans. Low-interest loans provide an incentive for property owners to make improvements to their properties and encourage others in the Harrison Neighborhood to do the same.

Partners: Non-profit housing administrators

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$35,000 [\$7,000/yr]

Goal 1: Improve and Stabilize Housing in Harrison.

Objective E: Provide staff support for the Housing Committee in implementing its goals, objectives, and strategies.

Strategy 1: Hire a full-time Housing Coordinator.

The Housing Coordinator will facilitate housing construction / rehabilitation decisions, organize classes and workshops on housing related issues, act as a resource for residents and potential residents, administer home improvement program, and build the capacity of the housing committee.

Partners: HNA Housing Committee

Contract Manager: NRP

Funding

NRP Phase II

Allocation: \$190,000 [\$38,000/yr., includes benefits]

Goal 2: Encourage substantial (re)development projects in the neighborhood.

Objective A: Assist developers with new construction or rehabilitation of major housing projects.

Strategy 1: Establish Major Project Subsidy Program as a financial incentive for sizable housing development projects.

The Major Project Subsidy Fund will be used to construct or rehabilitate housing within the Harrison Neighborhood. Costs associated with construction, labor, licenses, materials, services, and equipment may be included under the program. The amount of the subsidy per housing project shall be determined in accordance with the project budget and should not exceed \$25,000.

Partners: CPED, NRP

Contract Manager: CPED

Funding

NRP Phase II

Allocation: \$50,000

Goal 3: Increase homeownership rates in Harrison.

Objective A: Provide renters with information, training, and resources needed to transition to homeownership.

Strategy 1: Conduct educational workshops/trainings for renters and first-time homebuyers on credit, financial literacy, and maintenance expectations associated with buying a home.

This strategy would help to prepare renters and first-time homeowners for the expenses, saving requirements, credit expectations, and legal precautions when buying a new home. The housing committee is very concerned about developing homeownership trainings for all members of the Harrison Community. Trainings will need to be repeated in Hmong, Lao, and possibly Spanish. Free credit reports will be used as an incentive for participation in the workshops. Participants in the Harrison homeownership trainings will be linked to more long-term homeownership and credit trainings offered in North Minneapolis.

Partners: Realtors, Urban League, Habitat for Humanity, Southeast Asian Community Council, Lao Assistance

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$10,000 [\$2,000 per year]

Goal 4: Increase knowledge of housing resources available to Harrison residents.

Objective A: Establish a Housing Resource Library.

Strategy 1: Provide a comprehensive housing information Resource Library in the Harrison Neighborhood Association office.

Harrison staff and volunteers will work to gather information on housing availability, tenant rights, home improvement "how-to" videos and resources, supportive housing resources, and grant writing materials. This strategy provides funding for start-up costs (membership fees for resource guides, bookshelves, and a computer terminal). After HNA's technology upgrades, an online resource library can also be added to the Harrison Neighborhood Association web site.

Partners: Minneapolis Public Library, University of Minnesota, CPED

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$5,000

Goal 5: Redevelop and Improve the Glenwood and Penn Avenue Intersection.

Objective A: Facilitate rehabilitation of abandoned Queencare Nursing Home / Maternity Hospital at the corner of Glenwood and Penn Avenues.

Strategy 1: Provide gap funding to support the redevelopment of the old Queencare Structure into the New Ripley Gardens.

As one of the most important intersections in Harrison, redevelopment of the southwest corner of Penn and Glenwood Avenues is priority for the neighborhood. With a funding support to Central Community Housing Trust (CCHT), the nonprofit developers responsible for the project, we hope to support the redevelopment of the old Queencare Structure into 60 units of new housing. Roughly half of the new housing will be affordable housing units.

Partner: CCHT, CPED, HNA Taskforce

Contract Manager: CPED

Funding

NRP Phase II
Allocation: \$0

NRP Affordable Housing Reserve Fund
\$300,000

Goal 6: Rehabilitate and Stabilize Rental Properties.

Objective A: Improve the livability of rental properties in the Harrison Community.

Strategy 1: Provide funding to support the rehabilitation of the old Olson Town Homes

As one of the larger concentrations of rental units in Harrison, Olson Town Homes was in need of substantial rehabilitation. The 92-unit scattered site housing development was built in 1956 and provides affordable rental opportunities to Harrison's residents. This strategy assists both residents and management of Olson in making the necessary improvements to the aging structures.

Partner: Brighton Development Corporation

Contract Manager: CPED

Funding

NRP Phase II
Allocation: \$0

NRP Affordable Housing Reserve Fund
\$555,000

Business and Economic Development

Goal 7: Support Community Branding in the Harrison Community.

Objective A: Increase pride and awareness of Harrison Neighborhood boundaries and primary corridors.

Strategy 1: Develop street signs, stickers, and main street banners as part of a community branding initiative.

To complement new development and streetscape improvements, this strategy may include new "Welcome to Harrison" street signs, "Harrison Neighborhood" bumper stickers, and main street light pole banners. Banners would be located along Glenwood Avenue, our neighborhood's primary corridor. The banners should be integrated with new lighting along Glenwood Avenue. "Welcome to Harrison" street signs would be strategically placed at neighborhood entrances. Grant funding will need to be solicited for light pole banners under this strategy.

Partners: City of Minneapolis Public Works, HNA Housing Committee, Glenwood Avenue Revitalization Committee

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$3,000

Goal 8: Support Business and Economic Vitality in the Harrison Community.

Objective A: Assist business owners with connecting to resources and organize resident involvement in the redevelopment of Glenwood Avenue and Bassett Creek Valley.

Strategy 1: Hire an Economic Development Organizer

Funding for the Economic Development Organizer (EDO) position is set to expire in spring of 2006. This strategy would provide on-going funding for the position. Some responsibilities of the EDO position include 1) coordinating implementation of community- identified priorities for Bassett Creek Valley and Glenwood Avenue, 2) connecting business owners to resources, and 3) developing community leadership. Since crime and safety has been an ongoing concern for neighborhood business, a portion of the Economic Development Organizer's time will be devoted to addressing crime and safety concerns, especially along the Glenwood Avenue Corridor.

Partners: HNA Glenwood Avenue Revitalization Committee, McKnight Foundation, Empowerment Zone, and Northway Community Trust

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$57,000/yr [2 years]

Crime and Safety

Goal 9: Increase Resident Involvement in Resolving Crime and Safety issues.

Objective A: Embrace Community Oriented Policing strategies where policing is closely tied to community concerns.

Strategy 1: Develop community-oriented policing methods and patrols for the Harrison Community.

Harrison faces a variety of issues that threaten the safety of our neighborhood. Under the Community Oriented Public Safety Initiatives Reserve Fund, neighborhoods were given the opportunity to partner with other neighborhoods and local police precincts to develop a neighborhood specific strategy using methods of community-oriented policing. HNA has been working closely with the Northside Residents Redevelopment Council (NRRC) and the 4th Police Precinct, located on Plymouth Avenue. Funding goes directly towards increasing the level of policing hours dedicated to Harrison.

Partners: NRRC, 4th Police Precinct

Contract Manager: Minneapolis Police Department

Funding

NRP Phase II

Allocation: \$0

NRP Reserve Fund (COPSIRF)

\$61,955

Goal 9: Increase Resident Involvement in Resolving Crime and Safety issues.

Objective B: Encourage Harrison Residents to become active in a Neighborhood Watch group.

Strategy 1: Provide funding support for the Harrison Neighborhood Watch.

This strategy provides modest financial support for the Harrison Neighborhood Watch. Funds will be used for Trainings, Radios, Safety Vests, and other supplies to support the efforts of this group. The Crime and Safety committee will be responsible for implementing this strategy.

Partner: Minneapolis Police Department / 4th Precinct

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$0

Goal 9: Increase Resident Involvement in Resolving Crime and Safety issues.

Objective B: Encourage Harrison Residents to become active in a Neighborhood Watch group.

Strategy 2: Provide funding support for a Community Organizer.

This strategy provides modest financial support for Community Organizer to staff the Crime and Safety Committee, build neighborhood unity, organize block clubs, work with the Minneapolis Police Department and coordinate with the CCP/SAFE Team.

Partner: Minneapolis Police Department / 4th Precinct/CCP/SAFE

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$15,000

Goal 9: Increase Resident Involvement in Resolving Crime and Safety Issues.

Objective C: Increase the personal safety of residents in their homes.

Strategy 1: Purchase Smoke Detectors, Carbon Monoxide Detectors, Fire Extinguishers, and Motion Detectors for Harrison Residents.

Many of Harrison's residents lack these life saving devices. We plan to distribute the devices through block club and tenant organizations. The devices will also act as giveaways at Harrison Neighborhood Association events. Promotion of this initiative will take place through the Harrison View, flyers, and the HNA Crime and Safety Committee.

Potential Partner: Lao Assistance and Southeast Asian Community Council, Minneapolis Police Department, Minneapolis Inspections Department

Contract Manager: DFD

Funding

Equipment Estimates

\$30/each	Carbon Monoxide Detectors
\$13/each	Motion Detectors
\$4/each	Lights (2) for Motion Detectors
\$20/each	Smoke Detectors
\$10/each	Small Fire Extinguishers

NRP Phase II

Allocation: \$0

Environment

Goal 10: Protect and Enhance the Neighborhood's Environment.

Objective A: Sponsor and encourage volunteer neighborhood clean-up efforts such as “Clean-Sweep” and “Litter Patrol” activities.

Strategy 1: Provide information and funding for annual Clean-Sweep event in the neighborhood.

This strategy would provide information and funding for more frequent Litter Patrol clean-up efforts in the neighborhood. Community volunteers will also be recruited to assist with the once-a-year Clean-Sweep event. HNA will examine the possibility of more frequent Public Works street sweeping, adopt-a-block volunteer efforts, etc. In the past, garbage trucks and staff were provided by City of Minneapolis free of charge for clean sweep. There is now a fee for this service. The Environment Committee will continue providing information to the neighborhood and recruiting volunteers to assist with our once-a-year Clean-Sweep. More regular “Litter Patrols” will continue bi-monthly/monthly.

Partners: Minneapolis Public Works Department, HNA Housing Committee, HNA Crime and Safety Committee

Contract Manager: Minneapolis Public Works Department

Funding

NRP Phase II

Allocation: \$5,000 [\$5,000/yr.]

Goal 10: Protect and Enhance the Neighborhood's Environment.

Objective B: Support the restoration of Bassett Creek as well as erosion control strategies.

Strategy 1: Restore Bassett Creek through plantings and continued removal of buckthorn and other invasive plants in public spaces.

In some parts of Bassett Creek, the stream bank is eroded beyond what simple plantings are able to address. Plantings near the creek will help stabilize the stream bank, improve water quality and restore the integrity of the creek itself. Completed work should be extended into the Bassett Creek area north of Glenwood Avenue and south and east of Cedar Lake Road. Installation of the proper structural foundation will allow for subsequent plantings and erosion control efforts to succeed. A natural buffer/filter system along the creek should be developed to improve water quality.

Partners: Friends of Bassett Creek, Citizen's for a Better Environment, Bryn Mawr Neighborhood Park Board, and Bassett Creek Watershed Management Commission (BCWMC).

Contract Manager: Park Board

Funding

NRP Phase II

Allocation: \$0

Other Funding

\$175,000 LCMR Grant (restoration only)

Goal 10: Protect and Enhance the Neighborhood's Environment.

Objective C: Cooperate with the Park Board to improve and upgrade Park facilities.

Strategy 1: Support the building of the continuation of Bassett Creek Bike Trail along NORTH side of Creek and SOUTH side of Heritage Park (former Chemart/Warden oil sites).

The bike trail will provide additional recreation opportunities as well as offer a non-polluting commuter route to downtown and the suburbs. Continue planting efforts and buckthorn removal throughout parkland.

Partners: Minneapolis Park Board, Friends of Bassett Creek, Minneapolis Public Works Department.

Contract Manager: NRP

Funding

NRP Phase II

Allocation: \$0

Goal 10: Protect and Enhance the Neighborhood's Environment.

Objective D: Control the spread of buckthorn in the Harrison Community.

Strategy 1: Create a Buckthorn Busters program for private properties throughout the neighborhood.

Provide information and funding for buckthorn diagnosis and site visits to property owners and renters that sign up for the program; provide assistance in identifying buckthorn; provide equipment to remove buckthorn through the Tool Lending Library; and provide incentives/voucher through a garden shop for low-cost replacement shrubs or plants.

Partners: Minneapolis Public Works Department, Park Board, HNA Housing Committee, HNA Crime and Safety Committee

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$2,000

Goal 10: Protect and Enhance the Neighborhood's Environment.

Objective E: Increase resident involvement in creating usable green spaces.

Strategy 1: Provide funding for community gardening in the Harrison Neighborhood.

Make available funding opportunities for community gardens within public green spaces in Harrison. Possibly funding six (6) identified sites in Harrison at approximately \$300 each. Community gardening has proven to be an effective strategy to involve residents in environmental issues. Residents have the opportunity to see first-hand the effects of pollution and to learn more holistic gardening techniques. Further, community gardens bring together people of diverse populations. HNA should also seek synergistic relationships with neighboring entities such as Theodore Wirth Garden initiative.

Partners: State of Minnesota, Park Board

Contract Manager: DFD

Funding

NRP Phase II

Allocation: \$0

Goal 10: Protect and Enhance the Neighborhood's Environment.

Objective F: Provide support to the Environment committee and Harrison Community on Environmental Justice concerns.

Strategy 1: Continue the Environmental Justice Coordinator Position (part-time).

Responsibilities of this position include supporting on-going clean-up of the two superfund sites; combating health disparities, tracking environmentally significant neighborhood sites; ensuring environmentally sound redevelopment; successfully recruiting community members directly impacted by polluted sites, and developing Harrison specific environmental justice guidelines. Environmental justice focuses on the fact that poor people and people of color have been disproportionately subjected to environmental toxins resulting in health disparities and environmental deterioration.

Partner: Headwaters Foundation

Contract Manager: NRP

Funding

NRP Phase II

Allocation: \$74,000[\$18,500/yr. for 4 yrs.]

Other Funding Sources

\$10,000 Headwaters Grant

Undoing Racism

Goal 11: Incorporate an anti-racism stance into the mission and vision of the Harrison Neighborhood Association.

Objective A: Educate HNA Leadership on undoing racism principles.

Strategy 1: Support leadership trainings and host speakers on undoing racism topics

Building on HNA's partnership with the People's Institute, this strategy would put resources into place for further work around principles for Undoing Racism. We hope to host trainings for the leadership of our board, standing committees and residents of the Harrison Community. We also hope to conduct education workshops for youth around undoing racism, conflict resolution, and life skills trainings.

Partners: People's Institute, YWCA

Contract Manager: NRP

Funding

NRP Phase II

Allocation: \$10,000

Goal 11: Incorporate an anti-racism stance into the mission and vision of the Harrison Neighborhood Association.

Objective B: Document Undoing Racism trainings and cultural celebrations for use as educational tools.

Strategy 1: Purchase media equipment (such as a digital camcorder) to record cultural celebrations and undoing racism activities.

Using a video camcorder and computer software, we hope to create discussion/training materials for use as part of HNA's undoing racism initiative. The HNA Undoing Racism Taskforce will be responsible for implementing this strategy. Racism creates barriers against interpersonal connections and meaningful social change. Recognizing this, the Undoing Racism Taskforce works to organize neighbors and acquire allies as a means to undo racism.

Partners: People's Institute, YWCA

Contract Manager: NRP

Funding

NRP Phase II

Allocation: (\$1,000 allocation included with community engagement strategy 13.B.1)

Community Engagement

Goal 12: Encourage greater participation by underrepresented groups in the Harrison Community.

Objective A: Increase relationship building and involvement of Harrison's diverse cultural and ethnic-based groups.

Strategy 1: Fund partnerships with ethnic-based organizations to facilitate outreach, cultural trainings, and relationship building.

Example: The Harrison Southeast Asian Partnership (HSEAP) is now entering its third year. The first phase of the partnership has been to conduct surveys with Lao and Hmong households and begin basic relationship building. The second phase of the partnership will focus on connecting Harrison residents with one another. Many of the Hmong and Lao households want to meet their neighbors and work on improving the neighborhood. The partnership also recruits volunteers to spend extra time forming relationships and cultural understandings with their neighbors.

Partners: SEACC, and Lao Assistance
Contract Manager: NRP

Funding

NRP Phase II

Allocation: \$12,483.50

Goal 13: Create on-going incentives and support for activities of HNA's Standing Committees.

Objective A: Encourage more events and activities from residents active with HNA's Standing Committees, partnering organizations and residents.

Strategy 1: Establish a small grant pool to support a variety of community-based initiatives.

As ideas and activities are generated by HNA resident leaders, they will be encouraged to apply for small grants for community projects (\$500ea). These small grants will be set aside for one-time events that are not already slated for NRP Phase II funding. A taskforce will be established to receive and decision grant applications. Appropriate guidelines will be established for the small grant pool. Staff will ensure that each of HNA's standing committees and community at-large are aware of the grant pool and work closely with committees to develop proposals.

Partners: HNA Housing, Crime & Safety, Environment, Business and Environment, Undoing Racism Task Force, Park Plaza Resident Union (PPRU), Park Board, Library Board, and School Board.

Contract Manager: Hennepin County

Funding

NRP Phase II

Allocation: \$5,000

Goal 13: Create on-going incentives and support for activities of HNA's Standing Committees.

Objective B: Support existing HNA structure.

Strategy 1: Fund administration expenses.

This strategy covers the salary for HNA's Director / Lead Organizer along with general overhead expenses that HNA will incur for the purchase of equipment. It is important to note that over 30% of HNA's overall administrative expenses are covered by other funding sources.

Partners: HNA Housing, Crime & Safety, Environment, Business and Environment, Undoing Racism

Contract Manager: NRP

Funding

NRP Phase II

Allocation: \$183,500

Goal 13: Create on-going incentives and support for activities of HNA's Standing Committees.

Objective B: Support existing HNA structure.

Strategy 2: Fund Phase II planning expenses.

This strategy covers the planning costs associated with the publicity and hosting of NRP Phase II focus groups and meetings with the community as the Phase II Plan was developed.

Partners: HNA Housing, Crime & Safety, Environment, Business and Environment, Undoing Racism

Contract Manager: NRP

Funding

NRP Phase II

Allocation: \$39,657.50