

MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM

**WHITTIER
NEIGHBORHOOD
ACTION PLAN**

Date Adopted by the Policy Board: July 13, 1992

Date Adopted by the City Council: July 24, 1992

Document Number: 92-198M

Franklin Avenue

Whittier n.r.p.

Lyndale Avenue

MSR

Lake Street

The Whittier Neighborhood Action Plan

as approved by the
MINNEAPOLIS
NEIGHBORHOOD REVITALIZATION
POLICY BOARD

Policy Bd

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July 24, 1992

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FINANCIAL SUMMARY

Introduction

Whittier neighborhood began to take control of its destiny in the mid 1970's when a group of residents and business people spent a year with sponsorship of the Dayton Hudson Foundation, creating an urban design framework to guide neighborhood development. The completion of the plan the Whittier Alliance was formed. The plan identified three stages: confidence building, which involved housing paint-and-fix grants, boulevard trees, pedestrian improvements at 26th and Nicollet, and concerts in the park. The next stage was partnerships with developers to redevelop vacant land to serve community goals. The last stage was self-reliance with the Alliance itself becoming the service provider; acting as housing developer, operating its own youth program, creating the Community Police Team.

Once a stable community of downtown workers and working class homeowners with a frosting of middle and upper middle class families, by 1960 Whittier felt the pinch of suburban flight. At the same time the number of apartment buildings doubled through the hasty construction of 119 two and 1/2 story walk-ups. More renters, the disruptive building of 35W, and overall demographic changes created a climate where urban attractions became associated with crime instead of sophistication.

The efforts of the Alliance were and are focused on supporting the strengths of the neighborhood: convenient to downtown but low density enough to have trees and grass solid to exquisite homes and duplexes; sturdy 1920's apartment buildings; the art institute, Children's Theater and college of Art and Design; great restaurants; high numbers of creative and self-employed residents -- and mitigating its problems: ageing housing not suitable for families and not competitive for singles; high crime; commercial space without tenants, inadequate public amenities to attract and retain homeowners.

The initial years of planning were followed by a decade of increasingly sophisticated program and organizational development. Thousands of residents participated in block clubs, committees, task forces and events in a wide variety of issues. Despite the overall deterioration of the inner city, resident efforts have maintained homeownership in 1-4 unit buildings at 50%, the same as the city average. Many efforts have targeted tenants and building owners and caretakers and have been effective in creating a stable network on many blocks, even with high turnover of tenants. Given the substantial increases in crime and gang activity in the rest of the inner city, it is clear that resident and business effort; have been successful in stabilizing the situation in Whittier. This is not to negate the

Impact of certain bad drug dealing buildings but, looked at overall Whittier is not a significantly more dangerous place to work, live or visit than it was five years ago.

This neighborhood revitalization plan represents 10 months of work by residents and neighborhood organizational staff. It is the logical step in the evolution of the neighborhood's efforts to survive and grow stronger.

The process of plan development is detailed in the next section. What is most striking about this process is the widespread consensus among different groups about where the community should be going. Given substantial disparities of income, race, and tenure major disagreements might have been predicted. Instead, differences were those of emphasis rather than direction. This is indeed proof that diversity can coexist with community.

The plan is based on the following broadly held convictions:

1. This plan places a priority on communication and participation, resident 1 resident and between residents and agencies that serve them.
2. The plan must result in changed perception of the neighborhood in addition to changed conditions.
3. This plan looks at underlying causes rather than just symptoms.
4. This plan assumes that the more decentralized programs are, the more effectively they will operate.
5. The plan requires institutional change in the area of neighborhood school, policing and social service funding.
6. The plan is an ongoing process -- what is proposed is an annual review of plan objectives and the opportunity to make changes every year.
7. Where appropriate, Whittier Alliance is designated to provide services as 1 natural outcome of its mission and capabilities.
8. Residents are involved in every objective through apt/block clubs, committees, task forces and by their individual decisions.
9. "Residents" also refers to businesses which are citizens of the neighborhood and are equally involved and affected by change.
10. Given the complexity of the issues, adequate funds are critical to success; money cannot substitute for participation but residents cannot make this significant change without it.

Planning Process

1991

Kickoff Workshop at Whittier Park - April 13

- Race Relations Exercise - to encourage interaction of diversity
- Discussion - What is NRP? - planning and priorities
- Discussion - Whittier's Future

Quadrant Meetings - April 15 to 18

- Identify Strengths and Weaknesses in Whittier Neighborhood

Building Meetings - June 1 to July 30

- Identify opportunities and threats
- Identify what residents would like to see in Whittier Neighborhood

NRP Task Force Meetings - August 1 to September 15

- Identify Critical Issues of Whittier Neighborhood
 - People to Attract
 - People to Live in Whittier
 - Work
 - Physical
 - Interaction

Quadrant Meetings - October 7 to 10

Residents' Vision for Whittier Neighborhood by the Year 2000 and Beyond

NRP Steering Committee Meetings - October 15 to December 10

- Develop plan for Whittier neighborhood using results of residents' meetings
- October 15: review schemes, responses, and input of past meetings in order to draft plan.
- November 5: Review first draft of vision statement - add/change/correct/edit
- November 19: Review second draft of Vision Statement - add/change/correct/edit; talk with officials from School Board, Park Board and Library Board; form third draft.
- November 25: community intervention (W/A staff and Cliff Johnson, SAFE) and Hennepin County officials attended
- December 10: review comments for quadrant meetings; ballots; write final draft of plan

Quadrant Meetings - December 16 to 19

- Residents vote on top priorities in Whittier neighborhood
- Residents give input on NRP plan - make changes as needed

Building Meetings - December 23 and 30

- Residents' opportunity to review/add/change DRAFT NRP plan

1992

Building Meetings - January 6 and 9

- Residents' opportunity to review/add/change DRAFT NRP plan

Open Residents' Meeting at Whittier Park - January 7

- Last opportunity for residents to give input on DRAFT NRP plan

Last Meeting of Steering Committee - January 21

- Draft final NRP plan, including changes/suggestions from residents

Vision Statement

By the year 2000, we envision Whittier as one of the Twin Cities' most desirable destinations to live in or to visit.

People live in Whittier because it is truly a place where diversity works; there is a distinct sense that this is a community based on mutual respect and self-respect. There is a broad range of incomes, ages, lifestyles and ethnic backgrounds. The neighborhood is reaping the benefits from its leadership role in developing programs which allow residents to feel comfortable in a multi-ethnic community.

The heart of the neighborhood is the new community center. This is the focus of community life, the place where people's needs for social services, recreation, education and participation are met. The large variety of activities naturally create positive experiences of cultural diversity. Distinguished architecturally and programmatically, the community center is a key amenity for the neighborhood. The community center has a public elementary school, a community and adult education program for adults, space and publicity for many volunteer interest groups to form and meet, offices for the neighborhood organization, and a daycare/nightcare center. There is a well-planned playground outside and an indoor playspace for the winter. Youth recreation programs emphasize sports, hobbies and academic pursuits. This is the one-stop shop for social services: public assistance recipients can meet with their workers, and private social service agencies maintain branch offices and/or share a team of family workers who make referrals.

There is a long standing tradition of block and apartment clubs. New residents are welcomed and old residents solve problems and keep in touch through social events. Every resident is connected to someone: their caretaker, a neighbor, co-worker, schoolmate. Both formal and informal networks within the neighborhood are a route for community intervention if there is a serious family problem such as drug abuse, prostitution, domestic abuse. There is a high level of awareness about how to help people get help. The Whittier system is organized to respond before the criminal justice system rather than after.

As a result, Whittier has a reputation as one of the safest city neighborhoods. Because there is such an active resident and business community, there is little anonymity for criminal enterprises and they choose to locate elsewhere.

Whittier is a place that supports families through attitudes, services and facilities. Youth are nurtured as future community members and are active in planning and participating in neighborhood activities. Education is a community value promoted and supported by all community institutions. Housing, parks, transportation and social services are comfortable for parents, teens and children. Whittier also has a reputation as an ecologically progressive neighborhood. There is a local recycling center and composite sight. All apartment buildings have recycling programs and there is a shared business recycling program that is an added reason for businesses to locate in the neighborhood.

The residential real estate market is strong. One third of Whittier residents are owner-occupants of 1-4 unit buildings. Another 1596 live in cooperatives. The number family-size housing units has tripled since 1980. Homeowners have access to home improvement loans and information at the community center. Rental property owners meet regularly to share information on good management. Rental property is well-maintained physically and owners carefully screen tenants.

Buildings too deteriorated to rehabilitate are demolished. In their place, neighbors enjoy miniparks, playgrounds and/or gardens in the summer and off-street parking in the winter.

People visit Whittier for its museum, Childrens Theater, wonderful ethnic restaurants and historic architecture. Visitors remark on how welcome they feel: streets are clean, lit with charming old streetlights, accented with healthy trees and decorated with flowers spring and summer. People feel safe walking to and from convenient parking.

Nicollet Avenue connects the Convention Center with "downtown Whittier" at Street, the Art Institute and Lake Street. Visitors easily find their way to neighborhood shops, restaurants and entertainment. Nicollet Avenue is open at Lake Street. The commercial districts at Lyn/Lake and Franklin/Lyndale are clearly identified as gateways Whittier.

Employers find suitable office and shop space along Nicollet Avenue. Artists find good studio space along Nicollet as well. Lake Street has a group of new light manufacturing and other high wage businesses in addition to larger retail stores and fast food.

Many residents work in the neighborhood; others find the bus and LRT system very convenient for commuting. Freeway access is reasonable. Bus shelters are attractive, heated and spotlessly clean. Bike paths and racks are clearly marked and abundant.

The NRP Implementation Committee's recommended commitments and resources for the Whittier Neighborhood Action Plan are organized as follows:

GOALS:

The Whittier Neighborhood Action Plan identified five general goals. The Implementation Committee added a sixth goal, "**INVOLVE THE NEIGHBORHOOD IN THE DESIGN AND IMPLEMENTATION OF THE PLAN.**" The Committee has organized its recommended commitments under these goals.

OBJECTIVES:

For each goal, there are a number of objectives. The objective statements contained in the Whittier Neighborhood Action Plan are presented here. The objective statements have been edited only to improve clarity; care has been taken to retain the intended meaning.

COMMITMENTS/TASKS:

The information provided under commitments/tasks briefly describes the responses of the participating jurisdictions, the Whittier Alliance and other agencies to each objective. These indicate the recommended actions that the responsible agencies would undertake to contribute to accomplishment of the objectives. The descriptions are concise; additional details can be obtained from the responsible agencies.

1

Encourage Community

OBJECTIVE 1: REDUCE RACISM

Reduce racism by increasing positive interactions and respect for diverse cultures.

COMMITMENTS/TASKS

Minneapolis Park Board:

- Organize an arts/cultural events program with at least (6) events annually at Whittier Park. COST: \$12,000, ongoing (NRP funds: \$24,000)

Whittier Alliance:

- Develop education programs on different cultural standards (with InteRace at Augsburg College) to present at neighborhood, association and church meetings. COST: \$4,000, one-time (NRP funds: \$2,000)
- Incorporate multiculturalism as part of Summer and Winter Festivals and/or hold a Cultural Fair.
- Establish a more active role for church leadership on this issue.

OBJECTIVE 2: REDUCE HOMOPHOBIA

Take positive steps to reduce homophobia by increasing knowledge and respect for different lifestyles among residents and institutions serving them.

COMMITMENTS/TASKS

Whittier Alliance:

- Work with Gay/Lesbian Community Action Council to develop a plan for neighborhood action by June 1993. COST: \$4,000, one-time (NRP funds: \$2,000)

OBJECTIVE 3. CREATE A COMMUNITY CENTER TO SERVE ALL RESIDENTS

Create a community center as a gathering place for residents. The community center would include a library, meeting rooms, and offices for social services, community services, economic assistance, and probation/parole services. Staff support would be provided for interest/hobby groups, daycare/nightcare center, and recreation programs.

Comment. The Whittier Plan presented two options to accomplish this objective, a one site option and a multiple sites option. The Implementation Committee's response focused on the multiple site option. The multiple sites should be tied together with design, signage, colors, landscaping, and greenways between buildings.

A. LIBRARY

COMMITMENTS/TASKS

Minneapolis Public Library:

- Establish bookmobile services to provide better access to library resources for youth and other Whittier population groups with special needs - especially those with limited mobility.
- Identify sites/feasibility/bookmobile design considerations.
- Purchase bookmobile and books and hire/assign staff. COSTS: \$140,000 one-time, 583,000/year, ongoing (NRP funds: \$120,000)

Whittier Alliance:

- Organize a neighborhood library committee
- Help identify sites/feasibility/bookmobile design considerations

B. TEEN CENTER

COMMITMENTS/TASKS

City of Minneapolis:

- **Health Department:** assist the Whittier Alliance and other appropriate agencies to assess options to expand services provided at Bethlehem Stewart Community Center.

Hennepin County:

- **Community Services.** assist the Whittier Alliance and other appropriate agencies to assess options to relocate services to Bethlehem Stewart Community Center.

C. RECREATION CENTER AND NEIGHBORHOOD SCHOOL READINESS CENTER

Comment. The half block to the east of Whittier will be acquired for the addition of a gym to the park facility and park improvements. The gym is consistent with the Park Board's plans. The construction of a Neighborhood School Readiness Center will be explored in conjunction with the park expansion. Data on the number of Headstart eligible children in the Whittler neighborhood support the consideration of establishing a Readiness Center.

A plan will be developed by early 1993. The plan will determine the feasibility of a Readiness Center located adjacent to the park, as well as design components of the facilities and park improvements, the NSRC programming, and a capital and operating financing plan. If it is determined that the expanded area will not accommodate both facilities, the work plan will identify another site for the Readiness Center.

COMMITMENTS/TASKS

City of Minneapolis

- **Public Works:** provide information on design considerations for the facilities expansion, park improvements, and the NSRC - based on the results of a transportation management study to be conducted in the Whittler neighborhood during 1992. **See: "IMPROVE THE ENVIRONMENT - OBJECTIVE 2. BEAUTIFY AND IMPROVE COMMERCIAL AREAS" page 13**
- **Inspections:** carry out demolition of selected structures on the half block east of Whittier Park.

Minneapolis Community Development Agency:

- Assemble sites in 1992, 1993 and 1994. COST: approx. \$1.9 million, one-time (NRP funds: \$900,000)
- Participate in the Park/NSRC planning group.
- Work to secure NSRC financing. COST: approx. \$1.9 million, one-time (Source: unknown)
- (NRP)

Minneapolis Park Board:

- Participate in the Park/NSRC planning group.
- Implement improvements to park programming during 1992, 1993 and 1994 based on consultation with neighborhood residents. COST: \$120,000 INRP funds: \$45,000)
- Change the equal opportunity equity standards to include a gym for every 20,000 residents.
- Approve expansion of Whittler Park to a minimum of five acres.
- Include expansion of recreation center in the Park Board's Capital Improvement Program for 1995 and 1996. COSTS: gymnasium: approx. \$1.3 million, one-time; park improvements: approx. \$900,000, one-time; additional operations and maintenance: \$36,000, ongoing (NRP funds: \$1,028,000)

Minneapolis Public Schools:

- Participate in the Park/NSRC planning group.
- Work to secure NSRC financing.

Whittier Alliance:

- Organize resident participation in the Park/NSRC planning group, and convene the planning group. COST: \$20,000, one-time NRP funds: \$20,000)
- Organize and develop Park Advisory Council.
- Work to secure NSRC financing.

Youth Coordinating Board:

- Participate in the Park/NSRC planning group.
- Select Whittier as a NSRC location.
- Assist in program and operation development.
- Work to secure NSRC financing.

City of Minneapolis/Hennepin County:

C.A.R.E. Program: respond to Whittier request, if submitted, for entry of C.A.R.E. into the neighborhood in 1993, and target the area surrounding the park for C.A.R.E. program activity. COST: \$12,000

D. ECONOMIC ASSISTANCE

COMMITMENTS/TASKS

Hennepin County:

- **Economic Assistance:** assign a liaison supervisor from each of the Economic Assistance Department's four line divisions to be available to respond to questions from Whittier. COST: \$1,000, ongoing
- **Economic Assistance:** (if above is not sufficient): assign cases geographically on a trial basis. COST: \$6,000, ongoing
- **Economic Assistance:** Evaluate option 2. COST: to be absorbed. one-time
- **Economic Assistance:** (based on evaluation): use a circuit rider to take applications for Economic Assistance programs in a community center. COST: \$33,000, ongoing

Whittier Alliance:

- Educate/train the assigned liaisons on the applicable resources available in the community. COST: to be determined
- Assist in evaluating option 2.
- Assist in facilitating circuit rider effort, including arranging for office space.

OBJECTIVE 4: CREATE A NEIGHBORHOOD SCHOOL GRADE K-8 WITH COMMUNITY EDUCATION

Create a public or charter school with predominantly neighborhood attendance, approximately 400-500 students (revised from the original plan's projection of 500-800 students).

Comment: The Whittier Action Plan is an impetus to the decision by the Minneapolis Public Schools to allocate funds for a system-wide study on the issues of desegregation and neighborhood schools.

COMMITMENTS/TASKS

Minneapolis Public Schools:

- Participate in a joint neighborhood and public schools planning committee.
- Conduct a system-wide study on desegregation and neighborhood schools; include a Whittier K-8 school within the framework of the study. COST: 878,000
- If neighborhood school is approved, phase construction or rehabilitation of school site: Phase 1 to include grades 1-4; Phase 2 to include grades 5-8. COSTS: to be determined, one-time capital and ongoing operating
- Address community education options in the joint neighborhood and public schools planning committee. If a new school site is to be established, community education will provide the coordination for implementation of programs and services.

Whittier Alliance:

- Organize resident participation on joint neighborhood and public schools planning committee, and convene planning committee. COST: 820,000, one-time (NRP funds: 820,000)
- Involve the Art Institute in the planning process, and continue to explore the Minneapolis College of Art and Design as a potential school site location.

OBJECTIVE 5: SUPPORT, SUSTAIN AND ORGANIZE MORE BLOCK AND APARTMENT CLUBS

As of 12/91, there were 48 functioning block and apartment clubs. Each year, 70 new block and apartment clubs will be organized. This will be carried out by: 1) recruiting leaders; 2) training leaders and provide resource materials; 3) developing a phone tree to facilitate resident-to-resident communication; 4) responding to requests for information/assistance; 5) providing an incentive fund for block projects; 6) holding quadrant meetings; 7) creating a computerized list of neighbors with skills to share to enable residents to volunteer, barter, and hire.

Comment: The Whittier block and apartment clubs are fundamental features of the neighborhood's community development process. The Whittier Alliance's 'targeting strategy' combines the use of public and neighborhood data and other factors: such as opportunity, immediacy, and support to identify target areas for redevelopment activity.

The particular activities in a given target area are determined with the involvement of the block and apartment clubs in the decision-making process.

COMMITMENTS/TASKS

Whittler Alliance:

- Organize 70 block and apartment clubs -a year, and involve the block and apartment clubs in redevelopment decision-making. COST: \$30,000, one-time (NRP funds: \$6,000)
- Develop a phone tree, respond to requests, and create a computerized list of neighborhood skills. COSTS: \$3,000, onetime; \$300, ongoing
- Create and administer an incentive fund for block and apartment club projects. COST: \$5,000, ongoing
- Organize neighborhood participation in Action Plan implementation. COST: \$90,000, 1992-1995 (NRP funds: \$60,000)

OBJECTIVE 6 : CREATE A NEIGHBORHOOD AWARDS PROGRAM

Create an annual awards program to recognize outstanding individuals and accomplishments within the community, emphasizing diversity and community; encourage a tradition of naming community buildings after outstanding individuals.

COMMITMENTS/TASKS

Whittler Alliance:

- Organize an awards committee, and develop categories, panels, prizes, and events. COST: \$1,000, ongoing

OBJECTIVE 7 : INCREASE HOMEOWNERSHIP

Increase homeownership to 30% of households through a combination of increasing homeowners in 1-4 unit buildings by 25% (currently 50.596), and increasing coop and condo owners by 240% (currently only 4% of apartment buildings) by: 1) doing a physical survey of all 1-2 unit structures; 2) rehabing 100 substandard structures; 3) buying 100 houses on the market for light rehab and resale to owners; 4) encouraging 119 additional homesteaded units by providing loan counseling and assisted mortgage and rehab loan programs; 5) creating a homeowner information center with tool lending, maintenance/repair material, computerized neighbors network, and CACHIE programs; 6) developing a paint and fix program for homeowners; and, 7) retaining 645 units as homestead through NRP activities.

Comment: Implementing an aggressive program aimed at increasing homeownership by 10% in the 1-4 unit buildings is a key response to this objective. After 1995 the

homeownership program will be evaluated to determine whether increasing homeownership by 2596 by year 2000 is attainable, and to develop the second phase accordingly. The homeownership program should emphasize increasing and retaining homeownership in the northwest quadrant of the neighborhood.

COMMITMENTS/TASKS

City of Minneapolis:

- **Inspections, Planning:** work with Whittier Alliance to develop a physical survey of the 1-4 unit structures and to identify all owner-occupied 1-4 unit structures. COST: \$10,000+, one-time

Minneapolis Community Development Agency:

- Provide low interest rehab loans and mortgage loan financing. COSTS: rehab loans: \$2.8 million. one-time: mortgage financing: 82.8 million, one-time
- Provide subsidy funds in conjunction with financing programs. COST: \$2,625,000, one-time (NRP Funds: \$1,750,000)
- Administer the Whittier Homeownership Fund as a flexible fund to respond to changing conditions and opportunities. COSTS: to be determined, ongoing

Whittier Alliance:

- Conduct a physical survey of the 1-4 unit structures in 1992/1993.
- Be the lead developer for the Whittier Homeownership Fund.
- Establish a homeowner information center by 1995.
- Provide leadership to accomplish two homes built or rehabed by Habitat for Humanity by the end of 1995.

II

IMPROVE THE NEIGHBORHOOD SUPPORT SYSTEM FOR FAMILIES

OBJECTIVE 1: ENSURE THAT SOCIAL SERVICES MEET NEIGHBORHOOD NEEDS

Establish a process to fund social services in Whittier in accordance with priorities established by the Family Empowerment Project Advisory Committee (resident/service provider collaborative organized in 1990 and staffed by the Alliance and Family and Childrens Services.) by: 1) developing an ongoing needs assessment/evaluation process; 2) determining funding sources; 3) developing an RFP and evaluation process; and, 4) contracting with providers.

COMMITMENTS/TASKS

Hennepin County:

- Community Services: identify all agencies currently providing social services in the Whittier neighborhood.
- Community Services: facilitate a meeting of contracted social service providers in the Whittier neighborhood.
- Community Services: work with the Whittier Family Empowerment Project Advisory Committee to determine strategies to increase community participation in planning/selecting social services provided in the neighborhood.

Whittier Alliance:

- Organize neighborhood participation in meetings with the social service providers.
- The Family Empowerment Advisory Committee will work with the County's Community Services Department to determine strategies to increase community participation in planning/selecting social services provided in the neighborhood.

OBJECTIVE 2: INCREASE THE AVAILABILITY OF DAYCARE FACILITIES AND SUBSIDIES

Ensure that residents with children and low wage jobs are able to afford childcare by: 1) including day/night care and drop off care space in new community center; 2) working with

local employers to develop joint employer/neighborhood subsidies for residents employed in neighborhood businesses; and, 3) exploring adding daycare rooms to houses being rehabed to be sold to family daycare providers.

COMMITMENTS/TASKS

See: "BUILD THE LOCAL ECONOMY - OBJECTIVE 5: **"DEVELOP DAY CARE PROGRAMS TO MEET EMPLOYERS' NEEDS"** pages 22-23

OBJECTIVE 3: CREATE A NEIGHBORHOOD-BASED TEEN PROGRAM

Create, a teen program at Bethlehem/Stewart Community Center that includes 'hang out' space, multi-cultural events, crisis/outreach counseling, tutoring, alternative high school, and office space for agencies providing services in job readiness/training, health clinic services, teen pregnancy, tutoring and drug/alcohol abuse prevention.

COMMITMENTS/TASKS

Whittier Alliance:

- Organize a teen center governing board, in conjunction with the Bethlehem/Stewart Community Center and the Loring/Nicolet/Bethlehem staff, to develop the program and establish an RFP process for program services. COST: to be determined Evaluate the RFP submissions and program staffing.
- Work with Bethlehem Stewart Community Center and the Loring/Nicollet/Bethlehem staff to develop plans for the renovation of the Bethlehem Stewart Community Center and raise matching funds toward this end. COST: \$300,000, one-time (NRP funds: \$250,000)

City of Minneapolis:

- **Health Department:** work with the Whittier Alliance, during June to October, 1992, to improve access to existing health clinic services - including Teen Age Medical Services (TAMS), Uptown Clinic, and Family Medical Center. COST: to be absorbed
- **Health Department:** convene, by July 15, 1992, meetings of existing clinics' representatives to address Whittier access concerns.
- **Health Department:** support efforts for improved transportation -- including use of a teen center project van and taxi vouchers. COST: to be absorbed
- **Health Department:** consider Bethlehem/Stewart in planning for health services at alternative school sites throughout 1992-93. COST: to be absorbed
- **Health Department:** schedule part-time resources to provide health info/education/outreach and linkages with existing resources. COST: \$5,000, ongoing

Youth Coordinating Board:

- Convene the service providers that would be involved in the Whittier teen programming to develop a plan for service.

OBJECTIVE 4: CREATE A COMPREHENSIVE NEIGHBORHOOD RECREATION PROGRAM

Use the expanded park facility to provide programs for children, teens, parents and adults. Programs may include: swimming, arts and crafts, dance/exercise, gymnastics, karate, story hour, educational movies, cooking, and pottery classes, environmental education, sports; and theater. Collaboration and sponsorship by local businesses, theaters and other institutions would be promoted. Safety and supervision would be emphasized.

Provide appropriate programming at Washburn-Fair Oaks Park for adults and at Clinton Field and/or St. Stephen's playground for youth.

COMMITMENTS/TASKS

- See: "ENCOURAGE COMMUNITY - OBJECTIVE 3: **CREATE A COMMUNITY CENTER TO SERVE ALL RESIDENTS**" pages 2,4

OBJECTIVE 5: DEVELOP AFFORDABLE HOUSING DESIGNED FOR FAMILIES

Renovate small apartments in vacant and problem apartment buildings to create 2, 3 and 4 bedroom units with community space and more green space designed for, and affordable to, families; and, encourage family daycare and shared babysitting arrangements.

Comment: The Whittier Action Plan's conversion strategy is a thoughtful and responsible approach to housing demographics in the next decade and beyond. Aging two and one-half story walkup apartment buildings featuring efficiency and one bedroom units will not be competitive in the housing market, while the need increases for affordable, suitable family housing.

Similar to the Homeownership Program, this response is to provide resource assistance to an aggressive conversion program over the next three years, beginning in 1992. Emphasis on the uses of funds should be on problem properties in the southwest quadrant. In 1995 the Affordable Family Housing Program will be evaluated based in part on the demonstrated change that has occurred. Phase If will then be developed based on the findings.

COMMITMENTS/TASKS

City of Minneapolis:

- **Inspections:** work in conjunction with the Whittier Alliance, and the MCDA to identify the feasible and appropriately located buildings for conversion and those buildings that should be demolished.
- **Inspections:** demolish designated structures. COST: to be determined, one-time

Minneapolis Community Development Agency:

- Work in conjunction with the Whittier Alliance and the Inspections Dept to identify the feasible and appropriately located buildings-for conversion and those buildings that should be demolished.
- Provide multi-family housing funds and tax credits for the Whittier Affordable Family Housing Fund. COST: multi-family: \$900,000, one-time over 3 years: tax credits: \$1,500,000, one-time over 3 years.
- Administer the Affordable Family Housing Fund.
- Assist in securing other funding sources. COST: Mpls/St. Paul Family Housing Fund: \$600,000, one-time over 3 years: mortgage loans: \$750,000, one-time over 3 years; (NRP funds: \$3 million, one-time over 3 years)

Whittier Alliance:

- Work in conjunction with the MCDA and the Inspections Dept. to identify the feasible and appropriately located buildings for conversion and those buildings that should be demolished
- Be the lead developer of the Whittier Affordable Family Housing Fund.
- Involve the affected block and apartments in the planning process for the redevelopment of targeted properties.

III

IMPROVE THE ENVIRONMENT

OBJECTIVE 1: ENCOURAGE AND INCREASE RESPONSIBLE RENTAL PROPERTY MANAGEMENT

Provide support to responsible property managers and sanctions for properties with high numbers of crimes, police calls and code violations . by: 1) staffing Rental Property Owners Association monthly meetings; 2) organizing owners to work with residents to pressure negligent owners to reform their management practices; 3) providing a marketing brochure and joint advertising contract for RPO's; 4) assisting RPO's to reconfigure units and/or refinance them; 5) working with the Community Police Team and Inspections to enforce nuisance laws, the licensing ordinance and other laws; and, 6) if all else fails, organizing the purchase of problem properties for redevelopment.

Comment: The Implementation Committee believes that the neighborhood-based approaches to encourage and increase responsible rental property management should include a [C.A.R.E. Program](#) component. Because C.A.R.E. is a partnership between government and the community, it only works with neighborhoods that have followed a previously defined process for requesting the entry of the program into the neighborhood. Because neither the Whittier Alliance or any other neighborhood-based organization from Whittier has requested that C.A.R.E. work with the neighborhood on its priority issues, the Whittier Alliance should make such a request to the Cr-minal Justice Coordinating Committee.

COMMITMENT5/TASKS

Whittier Alliance:

- Provide staff support to Rental Property Owners Association monthly meetings.
- Request entry of the CARE Program into the neighborhood.
- Assist the MCDA with assessing rental property owners financing needs.

Provide marketing brochure and joint advertising contract for rental property owners.

City of Minneapolis/Hennepin County:

- **C.A.R.E. Program:** respond to Whittier request, if submitted, for entry of C.A.R.E. into the neighborhood in 1993. COST: \$56,000, ongoing

Minneapolis Community Development Agency:

- Design a new small unit rental finance program
- Implement small unit (5-30) rental finance program in 1993 based on identified needs of property owners. COST: to be determined, ongoing.

OBJECTIVE 2: BEAUTIFY AND IMPROVE COMMERCIAL AREAS

Improve the following commercial areas: Nicollet Avenue at 26th and 28th Streets; Nicollet Avenue from Franklin Avenue to 24th Street; Lake Street and Lyndale Avenue by: 1) developing adequate parking for each commercial area; 2) installing more flower boxes, trees and waste receptacles; 3) developing a bicycle path and rack program; 4) developing a comprehensive snow removal program; 5) developing a visual, pedestrian and transit linkage between 26th Street and Nicollet Avenue, and the Art Institute and Convention Center; and, 6) creating a development plan for Nicollet Avenue from Franklin Avenue to 24th Street.

Comment: The tasks below will be coordinated with the Whittier Alliance staff, Business Association, Stevens Square organization, Art Institute, Convention Center, Downtown hotels, and neighborhood groups. In addition, there will be coordination between the Planning Department's small area plan for Nicollet Mall, the Public Works Dept's traffic management study, and the design planning.

COMMITMENTS/TASKS

City of Minneapolis:

- **Planning:** conduct a small area plan for Nicollet Avenue in 1993. COST: staff time: 830,000, one-time
- **Planning, Public Works:** prepare a parking inventory in 1993. COST: joint staff time: \$10,000, one-time
- **Public Works** (or consultant): prepare a transportation management plan for the Whittier neighborhood in 1993. COST: consultant fees: 840,000, one-time
- **Public Works:** meet with the Whittier Business Association to determine the interest and need for a special tax assessment district in 1992. COST: staff time, one-time
- **Convention Center staff, Public Works, Planning:** work on a plan to link the Art Institute and Convention Center with the commercial area at 26th Street and Nicollet Avenue. This may also involve the Heritage Preservation Commission (HPC) and the Committee on Urban Environment (CUE). COST: staff time, one-time
- **Public Works:** work with Whittier Alliance to install more waste receptacles in 1992. COST: staff time, one-time
- **Neighborhood Services:** provide wages for 6-8 Whittier crew members to build flower boxes in the summer of 1992 if materials and supervision can be arranged. COST: 1992 summer youth program: one-time
- Carry out immediate, high visibility promotions and aesthetic improvements in conjunction with the Whittier Alliance and neighborhood representatives. COST: \$40,000, one-time (NRP funds: 840,000)

Park Board:

- Work with the Whittier Alliance to install more trees in the commercial areas. COST: to be determined, one-time
- Work with City of Minneapolis staff to develop linkage between the commercial area at 26th Street and Nicollet Avenue and the Art Institute and Convention Center. COST: to be determined, one-time

Minneapolis Community Development Agency (MCDA)

- Continue to work with the Whittier Alliance and their Task Force on identifying future land uses and parking needs in commercial areas during 1992. COST: to be determined, one-time
- Participate in the planning process for a Nicollet Avenue small area plan and Transportation Management Plan in 1993. COST: staff time: to be determined, one-time

OBJECTIVE 3: BEAUTIFY AND IMPROVE THE CIRCULATION SYSTEM

This objective, previously titled, "Beautify and Improve the Residential Area," has been changed. The new strategy is to improve the interior circulation ' system, connecting housing, amenities, community service centers, commercial centers, and the exterior of the neighborhood by: 1) planting more boulevard trees; 2) developing a program for mid-block and ornamental street lighting; 3) developing a safe bike path system; 4) reevaluating one-way streets and identifying alternatives; 5) identifying blocks with parking problems and developing a plan; and, 6) in the Washburn-Fair Oaks Historic District, identifying dilapidated historic structures and planning reuse.

Comment: A creative approach to beautifying and improving the circulation system involves developing a regional corridor master plan that emphasizes the 29th Street corridor as a mass transit, greenway corridor. The creation of a regional master plan will provide the opportunity to access federal funding through the Intermodal Surface Transportation Efficiency Act. A Whittier pedestrian and bicycle corridor system designed as connections to the 29th Street corridor would be eligible for the federal funding.

COMMITMENTS/TASKS

City of Minneapolis:

- **Public Works:** conduct a traffic management study in 1992/early 1993. An advisory committee involving the neighborhood, the Planning Dept., and the Park Board will be formed to provide technical assistance to the study. COST: See: IMPROVE THE ENVIRONMENT - Objective 2: Commitments/Tasks: City of Minneapolis
- **Public Works:** implement bicycle corridor demonstration project along Stevens Ave. in 1992/1993, involving signage and pavement markings. COST: 83,000, one-time
- **Public Works** (and Park Board and neighborhood): develop a circulation plan including a pedestrian and bicycle corridor system as a component to a regional corridor plan involving the 29th Street corridor. COST: to be determined, one-time

- **Public Works** (and Park Board): secure federal and local funding and implement the circulation plan beginning in 1994. COST: 80% federal; 20% local: to be determined, one-time

Park Board:

- Work in cooperation with the Public Works Dept. and the neighborhood on the traffic management study, developing a circulation plan, securing funding and implementing the plan. COST: to be determined, one-time
- Incorporate into circulation a tree planting program and secure additional funds. COST: \$72,000, one-time

Whittier Alliance:

- Organize neighborhood involvement and work in cooperation with the Public Works Dept. and the Park Board on the traffic management study, developing a circulation plan, securing funding and implementing the plan.
- Secure the support of residents and property owners along Stevens Avenue for bicycle corridor demonstration project.

OBJECTIVE 4: DEMOLISH VACANT BUILDINGS/REDEVELOP LOTS

Demolish dilapidated buildings that cannot/should not be rehabilitated, and develop mini-parks, parking, and new housing in residential blocks by: 1) using a housing condition survey to identify candidates and notifying neighbors periodically of status of building; 2) researching and resolving the liability insurance issue; 3) monitoring the vacant/boarded list at Inspections; 4) if candidate is up for demolition, contacting neighbors to determine interest and best use; 5) developing a plan (design, ownership, building, maintenance); and 6) coordinating funds.

Comment: Implementation Committee believes this objective needs further discussion to better coordinate with the Homeownership Program and the Affordable Housing Programs, and also to coordinate non-residential uses with the design of the circulation system.

COMMITMENTS/TASKS

City of Minneapolis:

- **Inspections:** participate in further discussions on how to implement the objective.

Whittier Alliance:

- Continue developing the vacant lot program in conjunction with the Homeownership and Affordable Housing Programs, and the circulation plan.

Minneapolis Community Development Agency:

- Participate in further discussions on the development of a vacant lot program.

OBJECTIVE 5: SUPPORT EXPANDED RECYCLING AND COMPOSTING

Improve neighborhood recycling and composting by: developing a coordinated business recycling program; developing an education program for owners/caretakers; developing a program for apt/block clubs; and, determining backyard vs. collection/site recycling.

COMMITMENTS/TASKS

City of Minneapolis:

- **Public Works:** work with the neighborhood in 1992 and 1993, to develop a coordinated business recycling program, an education program for owners/caretakers, and a program for apartment clubs. COST: .1 FTE, ongoing

Whittler Alliance:

- Coordinate the Public Works Dept's assistance with the Whittier Business Association, Rental Property Owners Association, and the Resident Safety Committee.
- Form a task force in 1992 to determine backyard vs. collection site recycling.

OBJECTIVE 6: OPEN NICOLLET AVENUE AT LAKE STREET

Relocate K-Mart at Nicollet Avenue and Lake Street, and reopen Nicollet as a bus route. Improve Cecil Newman Drive.

Comment: The committee believes that reopening Nicollet Avenue is a good idea in the long run. However, it must be done carefully and only if there is an opportunity to do so without losing K-Mart in the community. The tasks below will be coordinated with the Whittler Alliance, Business Association, K-Mart and surrounding businesses, and adjacent neighborhood organizations.

COMMITMENTS/TASKS

City of Minneapolis:

- **Planning, Public Works:** prepare a long range plan and study several alternatives including relocation of K-Mart, creating a traffic circle, and reopening Nicollet Avenue to local service only. (This will be considered as part of the small area plan for Nicollet Avenue and the transportation management plan.) COST: \$5,000, one-time

Minneapolis Community Development Agency:

- Participate in the preparation of long-range plan (mentioned above) for reopening Nicollet Avenue. COST: to be determined, one-time

IV

INCREASE POSITIVE INTERACTION WITHIN FAMILIES AND AMONG RESIDENTS

OBJECTIVE 1: REDUCE FAMILY VIOLENCE AND SUBSTANCE ABUSE

Reduce family violence and substance abuse through community-based education and information efforts and a community intervention team approach which is pre-crisis, supportive, timely and multi-faceted by: 1) creating a community intervention team to reach residents as identified by families, neighbors, employers, families, school staff, police, etc.; 2) developing a public education and resource information program for caretakers, block/apartment clubs; businesses and churches; 3) assisting with mediation between individuals and affected parties spouse, employer, landlord); 4) assisting individuals seeking info/treatment/support services; 5) advising the criminal justice system on criminal cases involving substance abuse for sentencing and probation/parole; 6) assisting with the development of sober houses and support groups; and, 7) exploring the feasibility of a safe house for battered women.

COMMITMENTS/TASKS

Whittier Alliance:

- Create a community intervention team with two intervention team staff to carry out the objective detailed above. COST: staff: \$70,000, ongoing; materials: \$5,000, one-time (Source: unknown)

OBJECTIVE 2: REDUCE PROSTITUTION

Recognizing that many women/teens involved live in the neighborhood, create a community storefront/safehouse for women and teens involved in prostitution. Program would include street outreach, a safehouse, and public education; would serve as a resource for police making arrests; and would coordinate with substance abuse efforts.

COMMITMENT

Whittler Alliance:

- Establish a planning group with PRIDE, Chrysalis and Genesis (agencies involved with anti-prostitution).
- Do building feasibility.
- Design program and hire three staff at one of the above agencies. COST: 8120,000, ongoing (Source: unknown)

OBJECTIVE 3: SUPPORT EFFECTIVE COMMUNITY POLICING

Reduce chronic long term crime (street crime, drug dealing, prostitution, family violence, criminal sexual conduct); reduce opportunities for crime and quasi-criminal activities (problem buildings, negative youth activity); increase positive interaction and support among police and residents.

COMMITMENTS/TASKS

City of Minneapolis:

- **Police:** Establish foot patrols at Lake Street and Nicollet, 26th Street and Nicollet, and Franklin and Nicollet.
- **Police:** Appoint MPD coordinator to work with Whittier Alliance staff as a liaison to the community and MPD.
- **Police:** Evaluate the 1992 and 1993 MPD response for 1994 budget considerations. COST: for all the above: \$160,000, ongoing

OBJECTIVE 4: CREATE EFFECTIVE SUPPORT SYSTEM FOR FAMILIES INVOLVED IN CRIMINAL JUSTICE SYSTEM

Create specific support system for families with one adult on probation where Child Protection is involved by: 1) establishing a storefront location for Child Protection Worker, Public Health Nurse and Probation Officer; 2) recruiting County staff and select 20 target families; and, 3) being available for crisis and to teach needed skills.

Comment: The County's Department of Community Services and Bureau of Community Corrections are collaborating on a pilot project that has received \$809,801 from the MN Department of Human Services through February of 1993. The project's goals are to use community-based agencies to enhance and support service efforts for children at risk of maltreatment due to parental chemical use and to coordinate interventions by social service and criminal justice agencies. The County will evaluate this effort prior to considering targeting a specific neighborhood area.

COMMITMENTS/TASKS

Hennepin County:

- Community Services, Community Corrections: identify the availability of a storefront or, as an alternative, review options to a site-based neighborhood approach - such as geographic assignment of Whittier cases/clients. COST: future staff: *185,000, ongoing

V

BUILD THE LOCAL ECONOMY

OBJECTIVE 1: SUPPORT RETENTION AND/OR EXPANSION OF BUSINESSES

Provide necessary financing and technical assistance from neighborhood, public and private sources to support neighborhood businesses.

COMMITMENTS/TASKS

Minneapolis Community Development Agency:

- The MCDA will continue to provide technical assistance to the Whittier Community Development Corp. (CDC). Discussion about possible funding sources will continue in 1992. COST: to be determined, one-time and ongoing

OBJECTIVE 2: INCREASE HIGHER WAGE JOBS FOR NEIGHBORHOOD RESIDENTS

Establish a request for proposal (RFP) process to fund adult education and job training programs for Whittier residents. Ensure adequate transportation to job centers outside the neighborhood through advocacy for improved transit service, including bus and light rail transit, from neighborhood to major job centers.

Comment: The committee believes that it is important to coordinate economic development and transportation issues with other neighborhoods. , The City needs to work with other jurisdictions and the neighborhood to gather more information about transportation needs. The Department of Neighborhood Services has identified the employment and training activities currently funded in the Whittier neighborhood.

COMMITMENTS/TASKS

City of Minneapolis:

Neighborhood Services: work with Whittier on a "target block approach."

- Minneapolis Employment and Training Program: deliver the necessary services within regulatory constraints.
- Planning, Pubic Works: continue discussion of transportation issues.
- Other departments (and MCDA): may become involved in this issue after the problems are identified.
COSTS: for all the above: \$5,000, ongoing

OBJECTIVE 3: DEVELOP COMERCIAL AND LIGHT MANUFACTURING CENTERS AT TARGETED LOCATIONS

Build or renovate commercial or light industrial manufacturing centers at strategic neighborhood locations to nurture and attract businesses to serve neighborhood objectives. Possible sites include: 1) the area between the railroad and Lake Street; 2) 28th Street and Nicollet Avenue; 3) 26th Street and Nicollet Avenue to the Art Institute; and, 4) North Nicollet Avenue.

Comment: The committee recommends that a 8500,000 funding pool should be established to leverage additional funding. The working group is recommending that the amount of public funding be four times the NRP amount and the amount of private funding be two times the total public amount. The NRP allocation of 8500,000 would be "community equity" or "catalytic funding." The amount of money, leverage ratio, and criteria is a policy issue that should be further discussed by the Implementation Committee. The pool should be flexible to allow the Whittier CDC to initiate projects over the next ten years based on market timing and project feasibility.

COMMITMENTS/TASKS

City of Minneapolis:

- **City Departments:** assist the Implementation Committee in their discussion about creating a pool to be used by Whittier CDC. COST: staff time: to be determined, one-time (Source: unknown)

Minneapolis Community Development Agency:

- Assist the Implementation Committee in their discussion about creating a pool to be used by Whittier CDC. COST: staff time: to be determined, one-time

OBJECTIVE 4: DEVELOP COMMERCIAL BUSINESS STRATEGY TO SERVE PATRONS OF ART INSTITUTIONS AND CONVENTION GOERS

Develop marketing, development, transportation and finance strategy to improve sales of local businesses and provide opportunities for new businesses serving this market.

COMMITMENTS/TASKS

City of Minneapolis:

- **Planning:** work with the other city departments and the MCDA, Park Board, Whittier Alliance, Business Association, Art Institute and Convention Center to collect data on the current market situation, and to develop better access. This can be coordinated with the small area plan for Nicollet Avenue and a transportation management plan for the Whittier neighborhood. A Third Avenue study may also be prepared. COST: staff time: to be determined; one-time; study costs: \$5,000. One-time
- **Public Works:** assist in development of a plan to improve access from the Convention Center and Art Institute to neighborhood businesses. COST: staff time: to be determined. one-time

Minneapolis Community Development Agency:

- Work with city departments to collect current market data and to develop better access to neighborhood businesses from the Convention Center and Art Institute. *COST: staff time: to be determined, one-time*

Park Board:

- Work with city departments and MCDA to help visually link the Convention Center and Art Institute to neighborhood businesses and participate in preparing a Third Avenue study. *COST: future staff time: to be determined, one time*

OBJECTIVE 5: DEVELOP DAY CARE PROGRAMS TO MEET EMPLOYERS' NEEDS

Expand the availability of daycare for use by working parents and develop a program where cost of daycare is shared equitably by the employer, the employee, and the public sector at selected sites, recognizing that providers need adequate wages and benefits. The following should be included: 1) day/night care in a drop-off space at the new community center; 2) working with local employers to develop subsidies for residents employed in neighborhood businesses; and, 3) exploring the addition of daycare rooms to houses being rehabilitated for sale to family day care providers.

Comment: These are good ideas, but more work is needed to actualize the proposed concept. The Department of Neighborhood Services has received a commitment from the Greater Minneapolis Day Care Association (GMDCA) to develop an employer day care pilot project with Whittier.

COMMITMENTS/TASKS

City of Minneapolis:

- **Neighborhood Services:** continue discussions with the Greater Minneapolis Day Care

Association (GMDCA), Hennepin County, and the Whittier Alliance in order to assess day care programs and needs and work on a matching subsidy proposal. COST: staff time: \$10,000, one-time proposal

- **Neighborhood Services:** negotiate with businesses to determine how long the public subsidy lasts, what percentage of child care costs should be covered with the public subsidy, or whether the business would prefer to have the percentage change over the life of the public contribution.
- **Neighborhood Services** (on the basis of pilot project mentioned above) decide whether to continue the employer subsidy, modify the program, or abandon the idea for a few years.

Hennepin County:

- **Community Services:** continue to participate in discussions with the Dept. of Neighborhood Services and GMDCA in 1992. COST: staff time: to be determined • Community Services be available to explain to businesses the methods that exist under the current subsidy system.
- **Community Services.** review the current waiting list for subsidies to determine what Whittier residents are on the list.
- **Community Services:** conduct a mailing to licensed family day care providers to promote the "added daycare room" option for rehabilitation, if resources for such renovation become available.
COST: for all the above: \$1,000+, one-time