

EXHIBIT C

Engagement Plan

Neighborhood

Neighborhood name(s): **Whittier**

Time frame

Year(s): **January 1 - December 31, 2023****January 1 - December 31, 2024**

Plan detail

Renters**Latinx Communities****East African Communities****Small Business Owners**

Demographic group #1	<i>Renters</i>
Numbers or percentage	<i>85-88% of residents</i>
Initiative, activity, project or program	<ul style="list-style-type: none"> • <i>Housing Navigation Program</i> • <i>Outreach and engagement related to Former Kmart & New Nicollet Ave Redevelopment (Kmart, SuperValu, Nicollet Ave street design)</i> • <i>Housing & Land Use Committee project work - (N.O.A.H. preservation strategies; eviction prevention strategy; influence & organizing around new development proposals; influence on transportation-related projects)</i> • <i>Community Engagement Committee project work - (get out the vote efforts, community events, small business support, & community safety conversations)</i> • <i>Helping to establish and support tenant associations and/or cooperative ownership opportunities; organizing to address problem landlords and property negligence issues</i> • <i>Assistance with accessing support for rent and bill pay - RentHelpMN, State of MN Energy Assistance Program, Hennepin County Emergency Assistance</i>

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Barriers to engagement	<ul style="list-style-type: none"> • <i>Accessing secured residential buildings can be difficult</i> • <i>Transient population - renter turnover is high</i> • <i>More likely than homeowners to have financial constraints limiting time available to volunteer/engage</i> • <i>Lack of context for neighborhood organization work</i> • <i>Lingering perception regarding historical prioritization of property owner interests within the organization</i>
Outreach and engagement strategies	<ul style="list-style-type: none"> • <i>Partner with other organizations who serve or engage with renters</i> • <i>Connect with property managers/owners to gain access to buildings & share WA info with tenants</i> • <i>Table outside key businesses (Colonial Market, Karmel Mall, Shuang Hur, Good Grocer, Aldi, the Wedge) and apartment buildings</i> • <i>WA digital communications channels: website (multilingual content available), social media, neighborhood Discord network, WhatsApp, e-newsletters</i> • <i>Direct mailers</i> • <i>Identify and work with resident leaders for multi-unit buildings to flyer, share info with interior neighbors, post on community boards, etc.</i> • <i>Door-knocking + flyering</i> • <i>Mass texting with Text Magic software</i> • <i>Continue contract with KRSM Community Radio to allow for 5 PSA spots per day in both Spanish and English; message changes monthly</i> • <i>Plan and participate in culturally-relevant community events designed to bring a diverse set of neighbors out to meet one another and engage with WA</i>
Resources needed	<ul style="list-style-type: none"> • <i>Multilingual staff conducting tenant outreach</i> • <i>Staff dedicated to social media and communications work</i> • <i>Contact information for property owners/managers</i> • <i>Staff training and implementation support on new CRM platform (Salesforce)</i> • <i>Budget for contracted translators and interpreters to supplement staff and Board language abilities</i> • <i>Research/budget for phone and app-based communications tools to improve multi-lingual conversations/outreach</i> • <i>Stipends for volunteer leads, door-knockers, and/or child-care providers</i> • <i>Outreach materials with organization information/resources/program or event details</i>

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Partners in the work	<ul style="list-style-type: none"> • HOME Line • Cultural Wellness Center • FRAYEO • Whittier Park, International School, Community Education • Inquilinxs Unidxs Por Justicia • Residential Property Owners and Management Companies • City of Lakes Community Land Trust • Partnership in Property Commercial Land Trust • Twin Cities Land Bank • LISC • Simpson Housing, St. Stephen's Human Services, other subsidized housing providers (PPL, Alliance for Housing, etc.) • Adjacent neighborhood organizations: Lowry Hill East, Lyndale, Phillips West, and Stevens Square-Loring Heights
Person(s) responsible	<ul style="list-style-type: none"> • Outreach staff name(s) - Fartun Ismail (Outreach Specialist), Meggie Garcia (2022-2023 AmeriCorps VISTA Tenant Organizer), Krystin Eldridge (CURA Krussell Fellow), Kaley Brown (Executive Director) • Volunteers • Board Members
Timeline	<p>Q1, Q2, & Q3 2022 Milestones:</p> <ul style="list-style-type: none"> • Connected individually with community partners, business owners (many in languages other than English) to provide a heads-up and overview of what is happening in the coming months and years in order to begin mobilizing their own neighborhood networks. • Documented the vision, needs, and priorities of residents and business owners identified as at risk of displacement. Built findings and next steps into the Community Engagement Plan approved by the City of Minneapolis. • Onboarded Krussell Fellow to apply concepts of community development from curriculum to this important, real world project. • Supported Krussell Fellow in shaping and deploying N.O.A.H. preservation outreach to landlords and partner organizations potentially positioned to purchase properties as opportunities to arise to ensure tenants are safeguarded and units remain affordable into the future. • Built out a contact register of stakeholder groups, formal and informal, whol need to be regularly informed of project goings-on, as well as co-developing conversations in formats, locations, languages, and contexts best suited to reach different audiences.

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	<ul style="list-style-type: none"> • <i>Established a multilingual, culturally-responsive, and multi-pronged outreach plan utilizing past mapping and surveying efforts to address participation gaps and feedback received</i> • <i>Onboarded new tenant organizer and developed direct outreach campaign for Phase 1 of the Community Engagement Process, including door-knocking, tabling at high-traffic locations and large apartment buildings, direct asks for information sharing through partners, and postcard mailer to the entire project area</i> • <i>Continued implementation plan for new CRM system</i> • <i>Developed engagement feedback, data analysis, and evaluation tools with coalition partners to ensure we are serving as responsible stewards of the valuable contributions of community members throughout the public engagement process</i> <p><i>Q1 2023 - Q4 2024: Conduct outreach, widen network of volunteers to assist and take on leadership roles throughout, and</i></p> <ul style="list-style-type: none"> • <i>Continue deploying public engagement plan, identifying key opportunities to meet stakeholder groups where they are</i> • <i>Publicize ongoing opportunities via multiple channels, including website, social media, culturally relevant radio programs, direct mailers, and engagement at Karmel Mall, Colonial Market, and Shuang Hur</i> • <i>Continue building out a directory of resources and organizations positioned to aid implementation of housing stability and wealth-building approaches including land trusts, community-driven development, co-op conversion, or other approaches identified.</i> • <i>Build on the event-based outreach and visioning work regarding Kmart site in a more high-profile way to reach community members in different ways.</i> • <i>Evaluate our work throughout to ensure that we can modify approaches as we go to fill gaps in who is being successfully engaged, rather than at the end of the process.</i> • <i>Document our process for working together in our coalition, detailing what we felt worked well and what we would recommend be done differently in pursuit of equitable engagement outcomes and a supported process for all those involved to help other organizations position themselves for these types of opportunities in their own geographic areas.</i> <p><i>Housing Navigation Program - ongoing work throughout the year with most demand during April--September</i></p>
Quantitative goals	<ul style="list-style-type: none"> • <i>Increase average monthly committee participation by 50% over average attendance at 2021 meetings</i> • <i>Assist 20 families with accessing a new apartment lease in the Whittier Neighborhood</i> • <i>Hold at least 1 tabling opportunity per month to connect with renters in person</i> • <i>Build complete register of affordable housing community partners and their acquisition criteria</i> • <i>Door-knock the entire Whittier Neighborhood between 2022-2023</i> • <i>Increase our e-news distribution list by 500 subscribers (about 30%) in the calendar year</i>

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Qualitative goals	<ul style="list-style-type: none"> • <i>Identify on an ongoing basis issues that need attention and have the volunteer structure in place to act on them</i> • <i>Identify and effectively mobilize volunteer interests, skills, capacity</i> • <i>Continue reaching and building relationships between WA and renters</i> • <i>Facilitate connections between renters</i> • <i>Build collective power among renters to advocate for themselves and prevent displacement</i> • <i>Connect renters with other resources and opportunities outside of WA's programming/expertise</i>
Outcome of engagement	<ul style="list-style-type: none"> • <i>Maintain or grow the representation of tenants on WA's Board and/or committee membership</i> • <i>More tenants receive neighborhood organization updates, newsletters and other information</i> • <i>The organization has broader notoriety among renters neighborhood-wide</i> • <i>Renters have the knowledge and ability to become involved in the organization and in decision-making</i> • <i>Issues and opportunities are identified in the community</i> • <i>Renters are positioned to quickly act on collective purchase opportunities fostered by TOPA and other wealth-building opportunities</i> • <i>Whittier remains racially, culturally, economically, and socially diverse</i>
Next steps	<ul style="list-style-type: none"> • <i>Onboard administrative contractor to assist with day to day operations, freeing up capacity for outreach</i> • <i>Complete implementation process of Salesforce and train in all staff</i> • <i>Expand digital mapping tools to entire Kmart project area to ensure renters in other neighborhoods (Phillips West, Central, Lyndale) are also reached regarding this important project</i> • <i>Identify partners we did not yet recruit for tabling and target outreach (Whittier International School, Iglesia Adventista Hispana del Séptimo Día de Minneapolis, New American Development Center)</i> • <i>Improve Eviction Prevention process and materials to reach more of the renters in question directly vs. just flyering</i>

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Demographic Group #2	<i>Latinx Communities</i>
Numbers or percentage	2,256 (16.0% of Whittier population)
Initiative, activity, project or program	<ul style="list-style-type: none"> • Further expanding Spanish-language accessibility within the Whittier Alliance operations and activities • Culturally relevant strategies to build capacity and garner input on land use / infrastructure projects • Support for establishing effective Spanish-specific communication channels between WA and Latinx residents and/or organizations (both formal and informal) • Identifying Latinx-led initiatives (formal and informal) already happening in Whittier to learn how WA can support
Barriers to engagement	<ul style="list-style-type: none"> • Building relationships at the speed of trust can take a long time • Lack widespread of context for neighborhood organization work, service on nonprofit boards • More likely to lack experience/context on the impact of land use and infrastructure projects on the neighborhood and residents' day to day lives • Language barriers make meetings and other activities more difficult to follow / participate in • Many have shared they do not want to get involved / draw attention to their families due to documentation status
Outreach and engagement strategies	<ul style="list-style-type: none"> • Establishing a Spanish-specific phone line or number associated with the WA office and not a specific staff or Board member • Further solidify our internal volunteer management structure to identify and train volunteer leads for specific areas of work, ideally bringing geographically diverse representation from across the neighborhood; identify where stipends may be needed/effective • Tabling/outreach at high traffic areas in the neighborhood for Latinx community members, such as Colonial Market, Marissa's Bakery, Whittier Park and School • Hold WA meetings / listening sessions in Spanish with some regularity to catch residents up on what we are doing, and give community space to share with us • Continue contract with KRSM Community Radio to allow for 5 PSA spots per day in both Spanish and English; message changes monthly

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	<ul style="list-style-type: none"> • <i>Plan and participate in culturally-relevant community events designed to bring a diverse set of neighbors out to meet one another and engage with WA</i>
Resources needed	<ul style="list-style-type: none"> • <i>At least one staff member + volunteers with Spanish language skills</i> • <i>Contact information for property owners/managers, other stakeholders</i> • <i>Training for staff and volunteers on TC Landlord Lookup tool and refining other outreach tools (MyMaps, GIS maps, etc.), to use as door knocking logs as well</i> • <i>Budget for contracted translators and interpreters to supplement staff and Board language abilities, as needed</i> • <i>Research for phone and app-based communications tools to improve multi-lingual conversations/outreach</i> • <i>Stipends for volunteer leads, door-knockers, tablers, and/or child-care providers</i> • <i>Spanish accessible flyers and mailers with neighborhood organization information / resources / program or event details</i>
Partners in the work	<ul style="list-style-type: none"> • <i>Local Latinx-owned businesses</i> • <i>Whittier Clinic, other health services willing to collaborate</i> • <i>HOME Line</i> • <i>Inquilinxs Unidxs Por Justicia</i> • <i>Cultural Wellness Center</i> • <i>Whittier Park, International School, Community Education</i> • <i>Residential Property Owners and Management Companies</i> • <i>Residents/other stakeholders and orgs already doing work in supporting the Latinx community or other diversity efforts</i> • <i>C.L.U.E.S.</i> • <i>Churches in Whittier with significant Latinx representation in their congregations</i>
Person(s) responsible	<ul style="list-style-type: none"> • <i>Meggie Garcia, VISTA Tenant Organizer (lead)</i> • <i>Kaley Brown, Executive Director (strategy and support)</i> • <i>Volunteers</i> • <i>Board members with Spanish language skills</i>
Timeline	<p><i>Q1 2023 - Q4 2024</i></p> <ul style="list-style-type: none"> • <i>Continue deploying public engagement plan, identifying key opportunities to meet stakeholder groups where they are</i> • <i>Create a process by which community members can receive gift card stipends for participating in Kmart engagement activities (non-City funds)</i>

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	<ul style="list-style-type: none"> • <i>Publicize ongoing opportunities via multiple channels, including website, social media, culturally relevant radio programs, direct mailers, and engagement at Colonial Market, Marissa's Bakery and other high traffic businesses</i> • <i>Set up focus group conversations with partners at Whittier Community Education, Whittier International School, and others</i> • <i>Build on the event-based outreach and visioning work regarding Kmart site in a more high-profile way to reach community members in different ways.</i> • <i>Evaluate our work throughout to ensure that we can modify approaches as we go to fill gaps in who is being successfully engaged, rather than at the end of the process.</i>
Quantitative goals	<ul style="list-style-type: none"> • <i>Hold at least 1 tabling opportunity per month at key businesses and multi-family buildings with Spanish-speaking neighbors identified</i> • <i>Complete effort to door-knock 100% of properties in Whittier with active rental licenses and to help focus Latinx community engagement effectively; will take all of 2023-2024</i> • <i>Set up one-on-one follow up conversations with 25% of residents spoken to while door-knocking</i> • <i>Recruit 10 volunteers who want to engage with and support Latinx community engagement efforts</i> • <i>Research and establish a method for Spanish-specific information distribution list</i>
Qualitative goals	<ul style="list-style-type: none"> • <i>Continue identifying issues of concern among Latinx community members</i> • <i>Build directory of interests, skills, capacity, relationships, within Whittier's Latinx communities to leverage toward shared goals</i> • <i>Further build out a comprehensive list of culturally responsive community resources based on interests and issues identified</i>
Outcome of engagement	<ul style="list-style-type: none"> • <i>Latinx neighbors have better access to resources that create new opportunities for upward mobility and wealth-building</i> • <i>Consistent Latinx representation on WA Board and/or committee membership year to year</i> • <i>More Latinx residents receive neighborhood organization updates, newsletters and other information</i> • <i>Broader awareness, understanding, and trust in WA among Latinx community members</i> • <i>Issues and opportunities important to Latinx community members are clarified</i>
Next steps	<ul style="list-style-type: none"> • <i>Complete implementation process of Salesforce and train in all staff</i> • <i>Recruit for and hire VISTA organizer</i>

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	<ul style="list-style-type: none"> • Continue improving digital mapping capacity for tracking rental properties based on languages needed to engage at each • Identify what WA meetings and events in 2022 can support these goals and build into the calendar other regular opportunities to fill gaps
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Demographic Group #3	<i>Somali/East African Communities</i>
Numbers or percentage	<p><i>(Unknown) MN Compass Profile metrics account for “Black or African American alone” at 2,612 or 18.5% of the neighborhood, but we know many Somali and East African immigrants do not identify as Black or African American.</i></p> <p><i>We also have a metric for “Foreign-born residents” at 2,821 or 20.0% of the neighborhood. About 28% of residents speak a language other than English.</i></p>
Initiative, activity, project or program	<ul style="list-style-type: none"> • <i>Housing Navigation Program - support for individuals or families with cultural and language barriers seeking a new apartment in Whittier; includes setting up online searches, interpretation at showings and follow-up conversations, understanding lease terms, and other key details associated with securing new housing</i> • <i>One on one support for residents to access external rental assistance, bill pay assistance, food access, and youth programming - Hennepin County Emergency Assistance, Energy Assistance Program, mutual aid sites, etc.</i> • <i>Culturally relevant outreach related to Former Kmart & New Nicollet Ave Redevelopment project area -- specifically to multi-generation families living in the immediate area and East African business owners on the adjacent blocks + inside Karmel Mall</i> • <i>Continue identifying Somali-led initiatives (formal and informal) already happening in Whittier and support them</i>
Barriers to engagement	<ul style="list-style-type: none"> • <i>Accessing apartments, communication barriers (written info/flyers are less effective)</i> • <i>Cultural difference in the concept of volunteer work</i> • <i>Caregiver responsibilities for children or elderly can make volunteer work inaccessible</i>

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	<ul style="list-style-type: none"> • <i>Vast majority in Whittier are renters and turnover frequently year to year</i> • <i>Lack of context for neighborhood organization work</i>
Outreach and engagement strategies	<ul style="list-style-type: none"> • <i>Establishing a Somali-specific phone line or number associated with the WA office and not a specific staff or Board member (did not accomplish this yet in 2022)</i> • <i>Word of mouth advertising & referrals from other trusted organizations like FRAYEO, Abyssinia Cultural Center & well-respected community leaders</i> • <i>Create as many opportunities as possible to connect verbally with community members, whether face to face, over WhatsApp, or recorded videos or voice memos to share on relevant channels</i> • <i>Tabling around Karemali Mall and apartment buildings like Rana Village and Karmel Village with significant population of Somali tenants</i> • <i>Continuing to leverage and grow the WhatsApp group with Somali women residents to share resources, information, often via voice messages and recorded videos</i> • <i>Utilizing ad placements on KALY Radio for broader scale events and programming (did not utilize this method in 2022)</i> • <i>Communication with Imams at neighborhood mosques to share accurate information</i> • <i>Plan and participate in culturally-relevant community events designed to bring a diverse set of neighbors out to meet one another and engage with WA</i>
Resources needed	<ul style="list-style-type: none"> • <i>Funding to maintain existing Somali-speaking staff with competitive hourly pay and supplemental benefits</i> • <i>Stipends for child care or volunteer work to increase staff capacity and long-term sustainability of work</i> • <i>Funding to hire interpreters/translators to supplement staff and board members with language skills</i>
Partners in the work	<ul style="list-style-type: none"> • <i>HOME Line</i> • <i>Cultural Wellness Center</i> • <i>FRAYEO</i> • <i>Whittier Park, International School, Community Education</i> • <i>Imams at nearby mosques</i> • <i>Residential Property Owners and Management Companies</i> • <i>Futsal Society</i> • <i>SAWAC</i> • <i>Lyndale Neighborhood Organization</i> • <i>New American Development Center</i> • <i>Abyssinia Cultural Center (Ibrahim “Abe” Demmaj)</i>

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Person(s) responsible	<ul style="list-style-type: none"> • <i>Fartun Ismail- Community Outreach Specialist</i> • <i>Krystin Eldridge - CURA Krussell Fellow 2022-2023</i> • <i>Kaley Brown - Executive Director</i> • <i>Meggie Garcia, 2022-2023 AmeriCorps VISTA Tenant Organizer</i>
Timeline	<p><i>Q1 2023 - Q4 2024</i></p> <ul style="list-style-type: none"> • <i>Continue deploying public engagement plan, identifying key opportunities to meet stakeholder groups where they are</i> • <i>Create a process by which community members can receive gift card stipends for participating in Kmart engagement activities (non-City funds)</i> • <i>Publicize ongoing opportunities via multiple channels, including website, social media, culturally relevant radio programs, direct mailers, and engagement at Colonial Market, Marissa's Bakery and other high traffic businesses</i> • <i>Set up focus group conversations with partners at Whittier Community Education, Whittier International School, and others</i> • <i>Build on the event-based outreach and visioning work regarding Kmart site in a more high-profile way to reach community members in different ways.</i> • <i>Evaluate our work throughout to ensure that we can modify approaches as we go to fill gaps in who is being successfully engaged, rather than at the end of the process.</i> <p><i>Housing Navigation Program - ongoing work throughout the year with most demand during April--September</i> <i>Direct support for residents completing unemployment and other emergency aid applications/paperwork - ongoing, year-round</i></p>
Quantitative goals	<ul style="list-style-type: none"> • <i>Assist 20 families with accessing a new apartment lease in the Whittier Neighborhood</i> • <i>Add 50 new people to the WhatsApp group of Somali women in Whittier and Lyndale</i> • <i>Recruit and support East African community members to run for a WA Board seat in 2022</i>
Qualitative goals	<ul style="list-style-type: none"> • <i>Continue identifying issues of concern among Somali community members</i> • <i>Build directory of interests, skills, capacity, relationships, within Whittier's Latinx communities to leverage toward shared goals</i> • <i>Further build out a comprehensive list of culturally responsive community resources based on interests and issues identified</i> • <i>maintain existing relationships and establish new ones with community on a consistent basis</i> • <i>share all important event with somali community</i>

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	<ul style="list-style-type: none"> • <i>honor the community by valuing their time and resources.</i>
Outcome of engagement	<ul style="list-style-type: none"> • <i>Somali neighbors have better access to resources that create new opportunities for upward mobility and wealth-building</i> • <i>Consistent representation on WA Board and/or committee membership year to year</i> • <i>The number of East African neighbors receiving regular information and opportunities from WA via relevant channels continues to increase</i> • <i>Broader awareness, understanding, and trust in WA and other community partner organizations among East African community members</i> • <i>Issues and opportunities important to Somali community members are regularly identified and evaluated</i>
Next steps	<ul style="list-style-type: none"> • <i>Complete implementation process of Salesforce and train in all staff</i> • <i>Work with new admin contractor to clean up data related to language-specific outreach to streamline outreach processes</i> • <i>Identify what WA meetings and events in 2023-2024 can support these goals and build into the calendar other regular opportunities to fill gaps</i> • <i>Ensure knowledge of existing relationships are documented and available to all staff to build upon</i>

Demographic Group #4	<i>Small Business Community</i>
Numbers or percentage**	<p><i>4 Great Street recognized Commercial Corridors- Lyndale, Nicollet, Franklin Aves and Lake St</i></p> <p><i>Priority eligible parcels at Lake St and Nicollet Ave K-Mart Site</i></p> <p><i>Commercial-designated mailing addresses in Whittier yields over 600 addresses (includes home-based LLCs)</i></p> <p><i>*NCR/Review team: if you have suggestions for how else we could quantify this, let us know</i></p>

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Initiative, activity, project or program	<ul style="list-style-type: none"> • <i>Former Kmart & New Nicollet Ave Redevelopment Engagement & Planning Work</i> • <i>Events and promotional materials highlighting small businesses</i> • <i>Facade Improvement Matching Grant Program</i> • <i>Grants and other direct assistance opportunities</i> • <i>Networking opportunity/workshops</i> • <i>Increase awareness of local and BIPOC businesses in Whittier to neighborhood at large</i>
Barriers to engagement	<ul style="list-style-type: none"> • <i>Language</i> • <i>Digital outreach capacity is limited</i> • <i>Capacity of small business owners to engage/participate</i> • <i>Connecting with landlord and commercial property managers can be difficult</i>
Outreach and engagement strategies	<ul style="list-style-type: none"> • <i>Multilingual direct mailers</i> • <i>Door-knocking and flyering</i> • <i>Mapping of all commercial addresses in Whittier neighborhood</i> • <i>Social media campaigns highlighting small and immigrant owned businesses</i> • <i>Use of Community Engagement Committee platform to increase organizing and networking capacity within small business community</i>
Resources needed	<ul style="list-style-type: none"> • <i>Outreach materials in multiple languages</i> • <i>Access to volunteers/organizations to support ongoing business assistance needs</i> • <i>On staff language assistance available for Spanish and Somali</i>
Partners in the work	<ul style="list-style-type: none"> • <i>FRAYEO</i> • <i>Lyn-Lake Business Association</i> • <i>Lake Street Council</i> • <i>Brave New Media, Zeus Jones</i> • <i>MetrolBA</i> • <i>Commercial Land Trust, Twin Cities Land Bank</i> • <i>Commercial Property Owners</i> • <i>City of Minneapolis - Small Business Team, CPED</i>

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Person(s) responsible	<ul style="list-style-type: none"> • Kaley Brown, Executive Director • Marcus VanderSanden, Engagement Manager • Fartun Ismail, Outreach Specialist • Robb Larson, Communications & Admin Associate
Timeline	<p>Q1 2023</p> <ul style="list-style-type: none"> • <i>Apply displacement risk assessment data and feedback from 2022 to Former Kmart & New Nicollet Ave engagement process - 2023-2024</i> • <i>Publicize ongoing opportunities via multiple channels, including website, social media, culturally relevant radio programs, direct mailers, and door-to-door outreach, calls, texts, emails</i> <p>Q1-Q4 2023:</p> <ul style="list-style-type: none"> • <i>Apply outcomes from Urban Land Institute Minnesota's Technical Assistance Panel on combatting displacement to remaining stages of engagement</i> • <i>Evaluate our work throughout to ensure that we can modify approaches as we go to fill gaps in who is being successfully engaged, rather than at the end of the process.</i>
Quantitative goals	<ul style="list-style-type: none"> • <i>100 one-on-one conversations with small businesses regarding the Former Kmart & New Nicollet Ave project</i> • <i>Distribute one direct mailer per year to all addresses in Whittier promoting neighborhood dining options and alternative food resources (food shelves, mutual aid sites, etc.)</i> • <i>Monthly social media highlights of a small business in Whittier</i> • <i>Complete an accurate, comprehensive database/directory of all Whittier businesses and establish an internal system to maintain it</i>
Qualitative goals	<ul style="list-style-type: none"> • <i>Be able to identify all BIPOC and/or immigrant/refugee-owned small businesses in Whittier (have almost achieved this for the south half of Whittier; build out for the rest of the neighborhood and establish a process for regular updates)</i> • <i>Establish an understanding of the business/commercial vacancy landscape in Whittier and increase our ability to recruit locally- and BIPOC-owned businesses to occupy those spaces</i> • <i>WA is able to reliably identify issues that need attention for individual business and match with appropriate resources and organization for technical support</i>
Outcome of engagement	<ul style="list-style-type: none"> • <i>WA can actively support the preservation of BIPOC and locally-owned small businesses in Whittier neighborhood</i>

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	<ul style="list-style-type: none">• <i>We are able to help facilitate collective power to be built regarding influence over the future of the Former Kmart site to ensure the opportunities and investments made are benefitting community members already here, first and foremost.</i>• <i>Small business owners are able to thrive with opportunities for business, personal, and financial growth, rather than just getting by or needing to move locations to reach those goals.</i>
Next steps	<ul style="list-style-type: none">• <i>Continue to identify relevant resources already in existence to promote and assist small business community</i>• <i>Complete final steps of CRM system implementation and staff training</i>• <i>Evaluate and complete alignment of goals and deliverables from 2021 Great Streets grant work with the Former Kmart process</i>

2025 Amendment

Whittier

TIMELINE

Q1 - Complete organization rebranding - Jan-Mar '25

Q1 - New Nicollet Development Phase 3 engagement work - Jan '25

Q1 - Update website links and resources - Jan-Mar '25

Q2 - Organization Annual Meeting - Apr-May '25

Q2 - Board Orientation/Admin - Apr-Jun '25

Q3 - Coordinate Whittier Arts Festival - Jun-Aug '25

Q1-Q2 - Revise Dining Guide and mail out - Jan-Jun '25

Q1-Q2 - 2116 Nicollet Ave engagement - art, community space, general - Jan-Jul '25

Q1-Q4 - Facade grant facilitation- Jan-Dec '25

Q1-Q4 - Expand local volunteer opportunities, especially those led by community members, and provide technical support - Jan-Dec '25

Q1-Q4 - Continue partnership with Alliance Housing to develop deeply affordable housing and new community space at 2116 Nicollet - Jan-Dec '25

Q1-Q4 - Maintain a detailed list of residents and stakeholders including project interests and engagement opportunities - Jan-Dec '25

Q1-Q4 - New Nicollet Development community governance work - Jan-Dec '25

Ongoing - Share resources and community programming through regular newsletters, flyering, and organization meetings/events - Jan-Dec '25

Ongoing - Host monthly Housing and Land Use community meetings - Jan-Dec '25

Ongoing - Host monthly Community Engagement Dinners - Jan-Dec '25

Ongoing - Support residents facing housing challenges and insecurity- Jan-Dec '25

GOALS

1. Establish and support community governance over, and engagement in land disposition, development decisions and public infrastructure projects through projects such as the development of our lot at 2116 Nicollet, Community Engagement Dinners (10), Housing and Land Use meetings(10), and the New Nicollet Redevelopment engagement process.

2. Support community members with housing issues, including dispute resolution with tenants and landlords, language and technical support to reduce barriers, informing residents of new and recurring city programs and resources including expanding the resources available on our website, and through targeted information sessions and at our Housing and Land Use meetings(10).

3. Support the continued growth of volunteer-led projects that encourage neighbors to connect and take initiative to meet community needs, with a goal of doubling the number of sustained and ongoing volunteer lead initiatives.
4. Continue to build relationships with Whittier Businesses to help foster innovative and inclusive support for local entrepreneurs with an emphasis on local BIPOC business ownership with a goal of increasing Business participation in our meetings, events and on our Board.