MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM

Webber-Camden Neighborhood

NRP PHASE II

NEIGHBORHOOD ACTION PLAN

Adopted by the Board of Directors Webber Camden Neighborhood Organization (WCNO) August 11, 2009

Approved by the Community

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The Mission

The mission of the Webber-Camden Neighborhood Organization is to help ensure that the Webber-Camden neighborhood continues as a viable city community and expresses the values of its diverse population.

The Organization will identify, use and seek a wide range of resources, encourage mutually beneficial partnerships and provide opportunity for resident participation to accomplish that mission.

The Organization will implement programs and initiatives in areas such as, but not limited to, housing, community development, youth and families, education and public safety to ensure that Webber-Camden continues to be a quality neighborhood of choice.

The Vision

The vision of Webber-Camden as:

A clean, safe, law abiding neighborhood where residents live and work together in an atmosphere of respect and consideration.

A neighborhood with quality affordable housing where pride of ownership is evident in well maintained single family and rental properties.

A neighborhood that nurtures children, participates in their social development, encourages their academic achievement and celebrates their accomplishments.

A neighborhood that provides support for those who need it and searches for and diligently uses resources wisely to benefit its residents.

A neighborhood that honors the contributions of art, music and recreation and encourages both participation and appreciation.

A community that exhibits concern for the natural environment and exercises wisdom in planning for growth and development.

A community that defines itself as residential, proud, diverse, multigenerational, safe and sustainable.

ABOUT WEBBER-CAMDEN NEIGHBORHOOD

Narrative:
Webber-Camden Neighborhood Organization's (WCNO) Neighborhood Revitalization Program (NRP) Action Plan written and approved in 1997 spoke to the intent of residents to support their neighborhood as it grew in the NRP process and sustain the neighborhood as part of a vital community.

The plan included strategies to address concerns existing at the time it was written. However, these strategies did not, nor could they be expected to, address future challenges the neighborhood would face in the progression of urban evolution.

The 2000 Census defined Webber-Camden as a neighborhood of 5,676 persons of which 1,035 were under the age of 18 years. There were 2,175 households; 1,620 of those were households with earnings beyond Social Security income or other supplemental revenues. The median household income was $33,717; $4,000 lower than the $37,974 median income of Minneapolis. There were 230 families that received public assistance and 315 received retirement income. There were 175 families living in poverty and 170 of those had children under the age of 18 years.

In 2000, Webber-Camden was predominately White (2,690), with 1,651 Black residents and 691 Asian individuals.

Webber-Camden is a neighborhood of mostly single family dwellings; 1,440 of the 2,235 units are single family homes with detached garages. The balance of the housing units is duplexes with a smattering of structures with three units or more. In 2000, there were 145 units in apartment buildings of up to nine units, and four buildings owned by the Minneapolis Public Housing Authority and Project for Pride in Living that held a total of 280 units. Half of the houses in Webber-Camden were built in 1939 or earlier. In 2000, Webber-Camden had 690 units, including single family houses, renting for $500 to $779 a month.

When Webber-Camden developed its NRP Phase I Neighborhood Action Plan (NAP), the neighborhood had three traditional churches, three schools, one park and a stretch of the Minneapolis Grand Rounds known as Webber Parkway as amenities. The Minneapolis Plan identifies the neighborhood as having one commercial corridor, Lyndale Avenue North, and two commercial nodes, one at 42nd and Fremont Avenues North and the other at 42nd and Lyndale. 44th Avenue North is an east-west transportation corridor with a mix of commercial buildings and a concentration of apartment buildings between Fremont and Humboldt.

Webber-Camden's Phase I NAP focused on public safety, housing, the environment and programs related to youth and family; it allocated $37,000 to build the Hamilton School playground and gave $29,000 to Patrick Henry High School for a computer lab. An additional $5,000 was used to encourage residents to take computer classes at the new lab. Webber-Camden participated with other Camden neighborhoods to propose a new community center for Webber Park.

In 2000, the Webber-Camden Board contracted with the Folwell Neighborhood Association for Implementation Support of the Phase I NAP. In 2001, they reallocated funds within the strategies of the NAP to better focus on evolving neighborhood priorities.

WCNO NRP Phase II

Plans for a Webber Park community center did not go forward; however, in 2001 the neighborhood gave $10,000 to the Webber Library to study community needs, participation and the feasibility of continuing library services at that location. In 2002, Webber-Camden partnered with the Minneapolis Park and Recreation Board (MPRB) to initiate and fund a new playground with cutting edge equipment at Webber Park. The neighborhood invested $125,000 of its NRP dollars in this important community building project.

Come Home to Camden: In 2003, in partnership with the Folwell Neighborhood Association, Webber-Camden funded community-wide events under the banner of *Come Home to Camden* to promote the positives of Webber-Camden. *Come Home to Camden* events and programs included the Victory 10-5-2K race (with the Minnesota Distance Running Association – MDRA) that annually attracts participation by 1.500 runners and residents, the first and only Mississippi Log Boom, and the Otter Trotter, a 5K race along the Mississippi River through North Mississippi Regional Park. Other *Come Home to Camden* events included the 4th Ward Senior Resource Fair, Blue Ribbon House and Garden awards, and a Secret Garden Tour.

WCNO continued to reach out to residents with newsletters and a community based website, webbercamden.org. WCNO is a member of the 4th Precinct CARE Task Force and began the Camden Old House Club that focuses on home maintenance and historically appropriate renovation of the hundreds of vintage homes in the neighborhood.

In 2004, North Minneapolis neighborhoods entered a period of change: property values went up at a rate slightly higher than the national average. The first round of residential property exploitation called “flipping” manifested in the Webber-Camden market. As housing prices rose, more properties went up for sale as older residents moved to assisted living and others left for the suburbs. Investor acquisitions of the still affordable houses resulted in more rental property. Houses that had been owner occupied now sheltered families seeking a safer environment and better maintained housing stock.

While there was a shift in resident occupancy, other events contributed to more changes in the neighborhood; in 2001, the Super Valu grocery that had been a community landmark at 44th and Humboldt closed. A new grocer arrived only to leave what they described as “a declining market” in 2004. Other business enterprises along 44th Avenue North closed leaving empty buildings in their wake. The commercial node at 42nd and Fremont lost an anchor bakery that left four store fronts vacant. In the fall of 2005, violent crime came to Webber-Camden when a clerk was shot and killed during a robbery in a convenience store at Dowling and Fremont. During the following spring, a resident was killed by members of the Tre Tre Crips, a violent youth gang that had its roots in the growing North Minneapolis youth gang culture, while returning home from work. These and other events introduced the neighborhood to the changing landscape of urban migration and transient criminal activity.

In 2006, property values hit a historic high. Owners were encouraged to refinance their homes to pay for everything from credit card debt to new cars, student loans and home remodeling. There was nothing that home equity financing would not pay for and interest rates were lower than at any time in recent memory. No one talked about the dangers of adjustable rate mortgages and borrowing money was never easier.

Houses on the market were selling - some of them to investors that used highly accessible funds to exploit the housing market for millions of dollars in profits. And in late 2006, the first indications of a market readjustment became apparent. It started slowly, but by late 2007/early 2008 Webber-

WCNO NRP Phase II

Camden became the third hardest hit neighborhood in the Camden Community with defaults on home mortgages and subsequent foreclosures.

The reality was chilling! Houses went vacant on every block. Property values dropped to levels that were even lower than the first round of appreciation that occurred in 1998.

In the eleven years since the start of NRP Phase I, there have been significant changes in every demographic of the neighborhood except the geographic boundaries which remain Penn Avenue to Washington Avenue and Dowling Avenue to 45th Avenue North. 2000 census statistics became obsolete descriptors of the neighborhood in 2006 when Webber-Camden was impacted by devastating economic and housing-related events. In this changed environment, Webber-Camden has reached the end of its NRP Phase I funding and must address the new issues and concerns that are present today and will be present for many years to come.

Participation Agreement

Organization:
Eight members of the Board of Directors guide the work of WCNO. The Organization is at the end of its eleven years NRP Phase I Action Plan. The Plan was implemented according to the guidelines established by the community in the Plan, evaluated on a regular basis, and modified as needed to accomplish the neighborhood's identified goals and objectives. The strategies of the plan were based on the concepts of partnership and the delivery of proactive programs and services. It is anticipated that the NRP Phase II Neighborhood Action Plan will follow similar guidelines.

The Board of Directors will continue as the guiding entity for WCNO's NRP Phase II Neighborhood Action Plan (NAP). Residents will be recruited to join the Board, as permitted by the By-laws and to become members of a NRP Phase II Implementation Committee for both Plan development and implementation. Residents will be recruited beginning in October 2008 with the goal of developing the Phase II NAP during the winter months, with neighborhood approval being sought at a Special Meeting in March of 2009.

Every effort will be made to have the composition of the Implementation Committee represent the diversity of the neighborhood within a core committee of not less than ten and not more than 15 members. If ten members, three of the members should be African American, five members should be Caucasian, two members would be Asian or other as described by census demographics. Among those members, three should be renters and one should be a business representative, the rest would be property owners and residents. This composition will be the goal of the WCNO.

The Chair of the Implementation Committee is appointed by the President of the Board of Directors of WCNO. The Chair of the Implementation Committee (IC) is a member of the board and will report directly to that body. IC has the responsibility to demonstrate the will of residents faithfully to the Board of Directors. The Board of Directors is staffed by an Executive Director. Based on information the Board of Directors has the final authority to present the Plan to the community for approval.

Outreach:
WCNO publishes a newsletter, *The Webber Wire*, six times a year. The Webber Wire is distributed via direct mail and delivered to each household in Webber-Camden neighborhood. Information regarding the NRP Phase II planning process, invitations to participate in the process, and progress

reports on plan development will be included in that publication. This same information will also be posted in Webber Park, the primary meeting site in the neighborhood.

Invitations to participate will be broadcast to all e-mail contacts (600+) for WCNO. Participants will be recruited from active block clubs and personal invitations to business owners. Information about the NRP planning process and the development of NRP Phase II for Webber-Camden will be sent to all rental property owners of record according to the City of Minneapolis Rental Property data base.

A neighborhood-wide survey will be used to ask about quality of life issues in the neighborhood and other concerns that may emerge as part of the IC's plan development process. The Implementation Committee will consider gathering information through focus groups and small gatherings of residents on specific topics.

WCNO's website, www.webbercamden.org, will publish regular updates and provide the opportunity for residents to post comments, complete surveys and vote on specific ideas or programs that may become elements of the Plan. This capacity already exists on the website.

Plan Development:

The IC will be convened in October 2008 to set the process and calendar for recruitment and plan development. The Phase II NRP will share many of the program and service areas of NRP Phase I in terms of community outreach, economic development and housing.

During the process of plan development, the Executive Director, as the contracted support staff for WCNO, and other full-time staff, will support the IC and IC will regularly report and recommend to the Board of Directors as the planning for Phase II proceeds. Staff will proceed with implementation of the Plan approved by the neighborhood and the WCNO Board of Directors.

Timeline: 2008 -2009

IC recruitment meetings	October
First Planning Meeting and information gathering	November
	2009
Ongoing information gathering, planning and Draft publication for the Quarterly Meeting	January
Community response and Draft revision	February
Seek neighborhood approval at a Special Meeting	March

Plan Approval:

Staff will document the process of Plan development through sign-in sheets, meeting notices, electronic responses and document responses. Staff will write the draft plan based on community input and at the direction of IC. Drafts of the Plan will be available on line and a summary of the Plan will be available to every household through direct distribution in the community newspaper as an insert.

A full draft of the plan will be available between the hours of 8-5 on weekdays at the WCNO office, 1206 37th Avenue North and at Webber Park during their regular business hours.

The neighborhood-wide vote will be taken at a special meeting for that purpose according to the voting process described in the By- laws.

The Board of Directors will oversee the implementation of the plan development and approval process. The Board of Directors will ensure that the Participation Agreement has been followed and forward the approved plan to NRP.

Participation Agreement Outcomes

Notice and invitations to participate in Phase II NRP Plan development were included in the WCNO newsletters and on the webbercamden.org website. [

NRP Phase II Plan development activities and updates were agenda items for Board meetings.

A Webber-Camden Neighborhood Survey was distributed through block clubs, on line at webbercamden.org and at five focus group meetings. Response to the surveys distributed to random households was 46 surveys returned and 19 surveys completed on line.

Five focus group meetings were scheduled; four were well attended with 6 to 10 persons participating and one was cancelled.

Additionally a postcard short survey was distributed at the end of the planning process and 29 were returned.

The survey and focus group responses identified five primary areas of resident concern:

- More outreach to new residents and active recruitment for a broader volunteer base.
- Funding and support for economic development on commercial corridors and at nodes.
- Support for continuation of housing and housing maintenance programs.
- Community events that encourage family participation.
- Continued support for public safety initiatives and regulatory enforcement.

The time period for developing the Phase II NRP Plan coincided with a period of extreme stress in the neighborhood because of the foreclosure crisis, and a steady increase in the number of vacant and boarded houses.

Current trends related to housing, population and income since the 2000 Census; 2006

The changes in family structure and housing in Webber-Camden neighborhood that began in mid-1990 continue today. Housing: in 2000, 87.4% of the housing units in Webber-Camden were homesteaded according to the City Assessor. Today 69.8% of the housing units are homesteaded, a 17% change with most of the involved properties entering the rental market.

The percentage of housing units for sale in the neighborhood today is estimated to be above 6 percent and the vacancy rate for both homesteaded and rental property has risen significantly. As the number of owner occupants has decreased, so has property maintenance. Both of these conditions directly affect property values. In the 2000 Census, the median housing values in Webber-Camden lagged $41,000 behind the city.

This gap may have narrowed slightly but many home sales in the past three years have been multiple investor resale's based on manipulated appraisals. Webber-Camden neighborhood is one of the north side neighborhoods experiencing extremely high levels of foreclosure. A bright spot on the housing horizon is a slight increase of young, first time homebuyers investing in decent to well maintained and affordable properties.

The 2006 race and age statistics for Webber-Camden neighborhood would resemble those in the 2000 Census. There would, however, be a significant increase in the number of families with children living in poverty. The percentage today is probably in the mid-twenty's. Urban neighborhoods in Minneapolis and other cities have experienced the increase of families living in poverty as a result of changes in the housing market, and the increase of rental property in single-family homes.

Current trends related to housing, population and income since the 2000 Census; 2008

From updated demographic information provided for Mission Insite the following analysis and trends are for the period 2000 – 2008:

The population of Webber-Camden decreased 8.8% to 5,378 persons and the decline is expected to continue thru 2013 with an additional 3.3% decrease. The number of households is also declining. The 2008 data indicated that 68% of Webber-Camden housing units were owner occupied and 32% were rentals. The projections for 2013 indicate a rise in the owner occupied properties.

The average age of the population is rising to 37.2 years from 33.3 and expected to continue to rise in the future. The number of children aged 0-6 is projected to decline as are school children aged 8-19. Adults over the age of 55 are expected to increase putting families and empty nesters aged 35 to 54 at 28% of the neighborhood population.

The average household income rose to $50,903 in 2008 which is 68% of the State of Minnesota average income of $74617. Incomes are expected to continue to increase through 2013 to $56,236. Forty two percent of WCNO's population was living with a household income of $35,000 or less. Trends indicate that by 2013, 27% of the population will be living with a household income of $35,000 or less.

In 2008 12% of WCNO's population was Asian, 29% was Black/African American and 45.9% were White, Non Hispanic. In 2013 trends predict that the top three racial and ethnic groups in the community will be Asian (11%), Black/African American (27%) and White (48%)

PLAN SUMMARY

Executive Summary of Webber-Camden Neighborhood Organization's NRP Phase II Plan: The Phase II Neighborhood Revitalization Plan consists of two broad areas of program and service; **Community Building and Housing and Land Use and Economic Development**. In each of these categories are strategies that will help achieve the goals of Webber-Camden. Webber-Camden's Phase II Plan is built on the successes of Phase I.

Total Phase II NRP Allocation: $652,678. 70% Mandated for Housing and Land Use, $456,875.

Public Safety and Community Building: Total: $195,803

Public Safety and Community Building includes the following objectives:

- **Increase Community Outreach** includes programs, forums, communication in print and electronic formats and meetings.
- **Expand Resident Advocacy** includes services to residents based on need and public safety initiatives.
- **Increase Community Participation** includes programs and events that encourage resident participation and community partnerships.
- **Deliver Communication and Information Services** includes delivering reliable public information that will benefit residents and will support and encourage citizen participation on neighborhood and citywide issues.
- **Accomplish Implementation** includes all of the staffing and other support needed to accomplish Phase II activities.

The goals of the Public Safety and Community Building strategies are to stabilize and maintain Webber-Camden Neighborhood as a quality neighborhood of choice for those who live there now and those who will live there in the future. The tasks and programs related to this part of WCNO's work represent points of contact for residents and the larger community.

Housing, Land Use, Corridor Revitalization and Economic Development: Total: $456,875

Housing and Land Use: Total: $335,875
The strategies in this category address changing demographics, market demands and residential stability. Webber-Camden residents place a high priority on appearance and quality of life to produce a safe, well-maintained neighborhood with owner occupied affordable housing and rental properties. They also believe that business and commercial investment will enhance the quality of life in the neighborhood. The strategies in this category are the **Revolving Loan Fund**, the **Emergency Deferred Loan Fund** and the **Homebuyers Assistance Fund**.

Corridor Revitalization and Economic Development: Total: $121,000
Corridor Revitalization and Commercial Development strategies will encourage and support investment, business development and revitalization along appropriate corridors and at nodes identified in the Minneapolis Plan.

Section 1.
Public Safety and Community Building

1. Increase Community Outreach

Goal 1: A clean, safe, law abiding neighborhood where residents live and work together in an atmosphere of respect and consideration.

Objective A: Expand community outreach to involve a majority of residents, encourage communication, increase awareness and provide opportunities for residents to engage in social, educational and problem solving activities.

Strategy 1.A.1. Contract for Community Coordinator services.

A) Description
The Community Coordinator will help connect residents to NRP and Association programs that are of special interest to them and engage them as participants and volunteers. The Community Coordinator will also concentrate on communication with and between residents, community leadership and maintain various databases to document volunteer participation and engagement.

B) Goals of the Strategy
Because of the work of the Community Coordinator: Residents presently engaged with the Organization as volunteers and community leaders will remain engaged. Additional residents will become active as volunteers and participants with the Organization. The goals of individual programs will be accomplished and services will be utilized.

C) Players and Roles
The Webber-Camden Neighborhood Organization Board of Directors will direct the work of the Community Coordinator by job description and the conditions of a year-to-year Implementation Support Agreement originating in March of each program year.

Day-by-day supervision and the integration of the Community Coordinator's work to meet the goals and objectives of the Action Plan is the responsibility of the Executive Director.

D) Report and Evaluation
Performance review will be based on the job description and the documented results of resident participation in Organization programs and volunteer recruitment. Time sheets will be the basis to evaluate the actual amount of time needed to execute this strategy.

E) Timeline
2009 and Ongoing.

F) Budget
$10,000 per year for 3 years beginning in 2010. Total: $ 30,000

G) Contract Manager
Development Finance Division/NRP

Public Safety and Community Building

1. B. Expand Resident Advocacy

Goal 1: A clean, safe, law abiding neighborhood where residents live and work together in an atmosphere of respect and consideration.

Objective B: Expand community outreach and develop an information network that involves a majority of residents, encourages communication, increases awareness and provides opportunities for residents to engage in social, educational and problem solving activities.

Strategy 1.B.1. Contract for Resident Advocate services.

A) Description

Residents of Webber-Camden, like other North Minneapolis neighborhoods, are concerned and experiencing anxiety about the instability of the current housing market and economic environment, the presence of a significant number of rental properties and issues related to schools and crime. The Resident Advocate will be an immediate and trusted contact who tracks these issues, responds to resident concerns and documents these concerns for the Organization, various city agencies and elected officials.

B) Goals of the Strategy
Because of the work of the Resident Advocate residents will engage with their community and with resources that are available to them. They will see remediation of the issues and concerns that they refer to the Organization and they will become more engaged in the healthy environment of the neighborhood.

C) Players and Roles

C) Players and Roles
The Webber-Camden Neighborhood Organization Board of Directors will direct the work of the Community Coordinator by job description and the conditions of a year-to-year Implementation Support Agreement originating in March of each program year. The Board of Directors approves specific issues and concerns, policies and procedures for advocacy services. The Executive Director will be responsible for oversight and day by day supervision.

D) Report and Evaluation

The work of the Resident Advocate will be documented through an issues and concern data base and will be evaluated based on satisfactory remediation of those referrals and the satisfaction of residents. Staff will document and evaluate the actual amount of staff time needed to execute this strategy.

E) Timeline
2009 and ongoing.

F) Budget
$10,000 per year for 3 years beginning in 2010. Total: $ 30,000

G) Contract Manager
Development Finance Division/NRP

Public Safety and Community Building

1. C. Increase Community Participation

Goal 1: A clean, safe, law abiding neighborhood where residents live and work together in an atmosphere of respect and consideration.

Objective C: Expand community outreach and develop and implement programs, events and services that involves a significant number of residents, encourages communication, increases awareness and provides opportunities for residents to engage in cooperative social, educational and problem solving activities.

Strategy 1.C.1. Design and implement community building programs, events and services.

A) Description
There are several initiatives, programs and services developed during NPR Phase I that residents have come to enjoy, depend on, and value. The events and programs under this strategy may include, but are not limited to: the Northside Street Race, the Senior Resource Fair, a senior event in May, Earth Day celebrations and service projects, the Victory Race and Frosty Fun with four additional ice skating events on Webber Pond.

B) Goals of the Strategy
To build community and resident interaction that will encourage participation in the activity and response to the issues and concerns of the neighborhood.

C) Players and Roles
The Board of Directors approves programs, events and services. The Executive Director is responsible for oversight and day by day management. Programs may be offered in partnership with Folwell Neighborhood Association (known as “Come Home to Camden” initiatives), the Minneapolis Park and Recreation Board, the Camden Lions and other appropriate and interested organizations.

D) Report and Evaluation
Participation, volunteer contribution, and cost will be documented for each program and event.

E) Timeline
2009 and ongoing.

F) Budget
$10,000 per year for 3 years beginning in 2010. Total: $ 30,000

G) Contract Manager
Development Finance Division/NRP

Public Safety and Community Building

1. D. Deliver Communication and Information Services

Goal 1: A clean, safe, law abiding neighborhood where residents live and work together in an atmosphere of respect and consideration.

Objective D: Deliver public information that will benefit residents and will support and encourage citizen participation related to neighborhood and citywide issues. Develop and maintain an interactive network for residents to provide current information on a variety of topics including bulletins related to public safety, and encourages residents to engage in educational and problem solving activities.

Strategy 1.D.1. Maintain and enhance communication and information sharing programs and services.

A) Description
The Webber-Camden Neighborhood Organization office has become a reliable information resource for residents. WCNO provides copying, faxing and notary services to residents at no charge, produces and maintains a website and has a computer available for resident use that is internet compliant. The Organization publishes an electronic newsletter, information and notices in local newspapers and distributes occasional and special information by bulk mail to resident households.

These programs and Public Forums connect the Organization with the community.

B) Goals of the Strategy
Events and services will contribute to community building; help connect residents to other programs provided by WCNO and increase resident participation.

Residents will become more involved in the planning and implementation of these and other programs of interest live more safely in the neighborhood for their own benefit and to the benefit of the community. [I would drop this sentence, or revise it substantially, since it is very confusing and hard to read and adds nothing to the supportive description.]

C) Players and Roles
These programs and services are offered by direction and approval of the Board of Directors**.** The Executive Director supervises implementation and the Community Coordinator (see 1.A.1.) is responsible for volunteer recruitment.

D) Report and Evaluation

These programs are evaluated on the basis of participation. Program and event participants will be documented on sign-in sheets. Residents who drop-in at the office will sign in each time, and note the purpose of their visit or the service received.

E) Timeline
2009 and ongoing.

F) Budget
$10,000 per year for 3 years beginning in 2010. Total: $ 30,000

G) Contract Manager Development Finance Division/NRP

Public Safety and Community Building

1. E. Accomplish Implementation

Goal 1: A clean, safe, law abiding neighborhood where residents live and work together in an atmosphere of respect and consideration.

Objective E: Provide all of the staffing and other administrative and organizational support needed to effectively accomplish the strategies in this and the other sections of the Neighborhood Action Plan.

Strategy 1.E.1. Implement the Strategies in the Webber-Camden NRP Phase II Neighborhood Action Plan

A) Description
Implementation includes all of the direction, support and money required to accomplish the strategies described in this Phase II Plan. The Executive Director of the Folwell Neighborhood Association is charged with keeping the strategies on track to achieve the anticipated outcomes.

B) Goals of the Strategy
Effective and efficient implementation of the events, programs, activities and services contained in the Phase II NAP to: contribute to community building; help connect residents to other programs provided by the Organization; increase resident participation; and contribute positively to the quality of life of the greater community.

That as a result of their participation, residents will become more involved in the planning and implementation of these and other programs of interest, live more safely in the neighborhood for their own benefit and to the benefit of the community.

C) Players and Roles
Programs and services are provided with the direction and approval of the Board of Directors**.**

D) Report and Evaluation
These programs are evaluated on the basis of participation, compliance with budgeted costs and achievement of the stated goals and outcomes.

E) Timeline
2009 and ongoing.

F) Budget
$ 18,038 per year for 3 years beginning in 2010. Total: $54,114

G) Contract Manager
Development Finance Division/NRP

Public Safety and Community Building

Goal 2: Strengthen the participation of all citizens, including children, in the economic and civic life of the community.

Objective A: Enhance the ability of WCNO to serve as a vehicle for neighborhood based planning, outreach, communication and citizen participation.

Strategy 2.A.1. Develop a Webber-Camden NRP Phase II Neighborhood Action Plan.

A) Description

Neighborhoods are allowed to draw on their Phase II NRP allocations to support he work needed to develop their Phase II Neighborhood Action Plan. These funds count against the neighborhood's Phase II allocation and must be included as a strategy in the Phase II NAP.

B) Goals of the Strategy

Creating a Phase II NAP that accurately reflects resident priorities and contributes to community building; provides programs, services, events and activities that meet the needs of Webber-Camden residents; increases resident participation; and contributes positively to the quality of life of the greater community.

Residents who are more involved because they have participated in the Phase II plan development and implementation processes.

C) Players and Roles

Residents, business owners, and property owners will be involved in the development of the Phase II NAP and assist with implementation**.** The Folwell Neighborhood Association will provide staffing support to WCNO during the plan development and implementation process. NRP and government staff will help, as needed and requested, in the discussion and creation of the Phase II NAP strategies.

D) Report and Evaluation

The planning process will result in a Phase II NAP for Webber-Camden. The plan will be reviewed and approved by the neighborhood, by the WCNO Board of Directors, NRP, and the City of Minneapolis. The success of the plan will be measured by the extent to which the specific strategies are implemented and produce the results expected by the plan.

E) Timeline

2008 and 2009. The plan will be developed in 2008 and early 2009 and will be offered for neighborhood approval by September 1, 2009. The approved NRP will be continually reviewed after it is approved by the residents, NRP and the City to ensure that it continues to respond to the economic, social and physical needs of the neighborhood in the future.

F) Budget

WCNO has expended $ 21,689 on its Phase II NRP development activities.

G) Contract Manager Neighborhood Revitalization Program

Section 2.
Housing, Land Use, Corridor Revitalization and Commercial Development

Housing and Land Use

Goal 1: Help increase the city's population and tax base by developing and supporting housing choices through preservation of existing housing and new construction.

Objective A: Respond to changing demographics, market demand and the need for residential stability by preserving housing that is affordable as both owner occupied and rental property.

Strategy 1: Provide a revolving loan fund program. Provide lower interest loans to residents for improving their owner occupied property in the neighborhood.

A) Description: Continue the successful Phase I revolving loan fund program to assist homeowners to improve and maintain their property. The program will use the basic guidelines from Phase I program with review to ensure their continued relevance and applicability and that the fund continues to meet home improvement needs of neighborhood residents.

B) Outcomes: Continued improvement of the existing housing stock of the neighborhood and increase length of residency by homeowners. Fewer homes being cited for health, safety and building code violations by the City.

C) Players and Roles: This program is offered with the direction and approval of the Board of Directors with fund administration by a contracted third party.

D) Report and Evaluation: This program will be evaluated on the basis of participation, compliance with budgeted costs and achievement of the stated outcomes.

E) Timeline: Year 2010 and ongoing.

F) Budget: $150,000.

G) Contract Administrator: DFD/CPED

Housing and Land Use

Strategy 2: Provide an urgent and compliance loan fund program

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A) Description: Continue the successful Phase I Urgent and Compliance Loan Fund to help homeowners remediate emergencies especially those events that could cause otherwise maintained property to become uninhabitable (i.e. water heaters, furnace or roof repair). The program will use the basic guidelines from the Phase I program reviewed to ensure continued relevance and applicability.

B) Outcomes: Continued improvement of the existing housing stock of the neighborhood and increased length of residence by homeowners. Fewer homes being cited for health, safety and building code violations by the City.

C) Players and Roles: This program is offered with the direction and approval of the Board of Directors with fund administration by a contracted third party.

D) Report and Evaluation: This program will be evaluated on the basis of participation, compliance with budgeted costs and achievement of the stated outcomes.

E) Timeline: Year 2010 and ongoing.

F) Budget: The projected allocation of NRP Funds to support implementation is $150,000.

G) Contract Administrator: DFD/CPED

Housing and Land Use

Strategy 3: Special Initiatives for Housing Stabilization: Collaborate with and/or develop prevention and intervention programs to ensure residential stability.

A) Description:
Create housing stabilization initiatives including, but not limited to, public awareness and educational campaigns related to home ownership, mortgage fraud, foreclosure prevention and preservation of ownership investment.

B) Outcomes:
Continued improvement of the existing housing stock of the neighborhood and increased length of residence by homeowners. Fewer homes being cited for health, safety and building code violations by the City.

C) Players and Roles:
These initiatives are offered with the direction and approval of the Board of Directors and collaboration with organizations and agencies working toward the same goals of housing and community stabilization including the City of Minneapolis Home Fund Board and CPED.

D) Report and Evaluation:
This program will be evaluated on the basis of participation, compliance with budgeted costs and achievement of the stated outcomes.

E) Timeline: Year 2010 and ongoing.

F) Budget: The projected allocation of NRP Funds to support implementation is $50,000.

G) Contract Administrator: DFD/CPED

Corridor Revitalization and Commercial Development

Goal 2: Create strong vital commercial areas, corridors and focal points of neighborhood activity.

Objective A: Invest in economic development, housing development, transit and transportation activities.

Strategy 1: Revitalize business areas by improving facades, providing low Interest loans and implementing development activities.

A) Description of Program
The program will support the revitalization of corridors where the location of business is appropriate according to the Minneapolis Plan. Implementation activities will include but is not limited to planning, facade improvements, marketing, pedestrian friendly streetscape improvements and business development, and other activities that encourage residential development and commercial revitalization of the primary corridors of Webber-Camden neighborhood such as feasibility studies, planning and implementation of residential development.

B) Outcomes:
Investments that help stabilize the housing market in Webber-Camden and encourage new business and development to enhance the marketability of the neighborhood and improve the quality of life for residents.

C) Players and Roles
The programs and services provided in these strategies are collaborative in nature and dependent on relationships with organizations and agencies working toward the same goals of community and economic development. The Board of Directors is the final approving authority for participation

C) Report and Evaluation:
These programs are evaluated on the basis of participation, compliance with budgeted costs and achievement of the stated goals and outcomes.

E) Timeline: Year 2010 and ongoing.

F) Budget: $106,875

G) Contract Administrator: DFD/CPED

Budget Summary

Section 1: Public Safety and Community Building

Strategy 1.A.1	**Employ a Community Coordinator**	**$ 30,000**
Strategy 1.B.1	**Employ a Resident Advocate**	**$ 30,000**
Strategy 1.C.1	**Design and Implement Events**	**$ 30,000**
Strategy 1.D.1	**Maintain and Enhance Communications**	**$ 30,000**
Strategy 1.E.1	**Implement the Phase II NAP**	**$ 54,114**
Strategy 2.A.1	**Develop Phase II NAP**	**$ 21,689**

Section Subtotal $ 195,803

Section 2: Housing, Land Use, Corridor Revitalization and Commercial Development

Housing and Land Use

Strategy 1.A.1	**Revolving Loan Fund**	**$ 150,000**
Strategy 1.A.1	**Emergency Deferred Loan Fund**	**$ 150,000**
Strategy 1.A.3	**Housing Stabilization Initiatives**	**$ 50,000**

Corridor Revitalization and Commercial Development

Strategy 2.A.1	**Business Loan Program**	**$ 106,875**

Section Subtotal $ 456,875

Webber-Camden Phase II NRP Total = $ 652,678

Budget Comments:

Webber-Camden Neighborhood Organization began in the Neighborhood Revitalization Program and remains aligned with NRP concepts and purpose. The Organization responds to the needs of neighborhood residents and, as a result, to issues and concerns of the larger community such as crime and housing instability.

The Board of Directors is aware that Phase II allocations for Neighborhood Revitalization Program activities, including the goals and strategies set forth in this Plan may not be sufficient to support the planned efforts of WCNO. It is the intent of the Board of Directors to raise any additional funds necessary to implement the Plan as designed from the time of Plan approval and beyond.