

MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM

**HOLLAND
NEIGHBORHOOD
ACTION PLAN**

Date Adopted by the Policy Board: June 30, 2003

Date Adopted by the City Council: July 25, 2003

Document Number: 2003-169M

H o l l a n d

Neighborhood

Improvement **A**ssociation

Neighborhood Revitalization Program
Phase One – Final Step

Action Plan

Approved By the Neighborhood February 14, 2002

Holland Neighborhood Value Statement

- We value representative decision-making.
- We value each individual regardless of race, age, ethnicity, social economic status, sex, or sexual orientation.
- We value religion, length of residency, disability, or home-owner status.
- We value integrity in every dimension of this organization's conduct
- We value a safe healthy and aesthetic environment for the Holland Neighborhood.

Mission statement

Holland Neighborhood Improvement Association (HNIA)

Serving

Serve as a forum for education and feed back on issues affecting the neighborhood

Representing

Build community by creating connections among neighborhoods and stakeholders within our neighborhood

Building the Holland neighborhood

Acquire funding and provide direction for community based projects

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Holland Neighborhood Action Plan

The Neighborhood

□ Boundaries

The Holland Neighborhood is located in the heart of Northeast Minneapolis. The boundaries are: 27th Avenue on the North, Central Avenue on the East, 19th Avenue to Washington street with a jog to 17th Avenue on the South and University Avenue to the West.

□ People

The Holland neighborhood in northeast Minneapolis historically has been a working class enclave. It was a popular destination for Eastern Europeans who migrated shortly after the turn of the century. The Shoreham Rail-yards on the northern border of Holland attracted many workers who made Holland their home.

In 2000 Holland had 4,381 residents (see “General Demographic Characteristics”) living in the neighborhood. While the majority of residents in Holland are white, other racial and ethnic groups have been increasing and are a significant if not majority population among other stakeholder categories such as students and business owners. The median household income in Holland at \$20,405 is significantly under the Minneapolis Median income.

□ Housing

The Neighborhood covers 66 blocks and is mostly residential. As recorded in the “General Demographic Characteristics”, Holland has 1978 total housing units. Over 75% of the homes were built before 1920 with around 40% of the units being renter occupied. Though a couple of high-rise apartments are on Holland’s borders, Holland’s rental units are mostly duplexes and fourplexes with some multi-unit dwellings.

□ Commercial

Holland Neighborhood’s main commercial/retail area is Central Avenue followed by Lowry Avenue and University Avenue. The latter have many “corner store” operations and some of these can still be found scattered through out the neighborhood. The mix of businesses is diverse range: professional services, pubs, bakeries, art space, convenience stores, auto related businesses, social associations and restaurants are some examples. A major rail-line cuts through the neighborhood and areas immediately adjacent to these tracks have some light industrial activity along with vacant buildings and land.

□ Recreational and Educational

Jackson Square is Holland’s only city park. It is one square block with some play equipment, open field and wading pool. No regular programs or activities are conducted there. The equipment is antiquated and landscaping and other improvements have not occurred for several decades. There is a small YMCA with after school drop-in activities for youth and several recreational programs during the summer months. There is a Minneapolis library on Central Avenue and Holland is home to Edison Senior High School.

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Process

Final Plan Mission - Gather Diverse, Representative, Information from Holland

A Steering Committee was elected from the stakeholders of the Holland Neighborhood as a representative body to identify the needs and concerns of the Holland Neighborhood. In order to represent the stakeholders the Steering Committee actively maintained contact and dialog with the Neighborhood. The Steering Committee used the methods listed below to reach the residents and stakeholders and identify their needs.

Methods to Reach Residents and Stakeholders

- Articles and Updates in the monthly Hollander Neighborhood newsletter on Steering Committee progress.
- Direct mail targeted at residents who have previously attended meetings.
- Informational press releases to Community Organizations such as the YMCA, Edison High School, NEBA, Community Churches, fraternal organizations.
- Hand delivered flyers to residents in the entire neighborhood, or to specific areas for specific concerns.
- Monthly General Meetings held on the 2nd Thursday of each month.
- Postings in HNIA Office windows at 2516 Central.
- Phone reminders for meetings on issues.
- Block Group mailing list. Mailing meeting announcements to block group leaders on a direct mailing list.

Values - Ensuring Adequate and Representative Participation

Adequate participation requires creative use of marketing tools as listed in the "Reaching Residents and Stakeholders" section. The steering committee was responsible to account for their efforts to ensure participation. The primary focus of their activities was representation of all the residents.

Adequate participation also required formats which encourage residents to participate.. Residents were encouraged to supply their problems, complaints, expectations and stories. The Residents information was processed into themes by the steering committee. Programs for addressing the identified needs and themes of the residents were supplied by residents, experts and research into other neighborhood's successful projects by Steering Committee and staff.

Special attention was given to outreach to stake holder groups that may have had little or no input on previous neighborhood priorities such as renters, students and seniors.

Guidelines for Completing the Plan

Methods to Identify Neighborhood Needs and develop Themes

- Focus Groups of residents.
 - Gather Demographic information on residents.
 - Gather Survey information from the neighborhood.
 - Research by staff or interns on identifying specific issues for specific, under represented groups.
 - Advertised Community Hearings on specific neighborhood concerns
 - Encourage residents to write letter or phone our office to describe their specific needs and concerns which can be documented by staff.
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- Staff or Committee Research of other successful programs implemented with NRP funding.
 - Staff or Committee can obtain expert advice on addressing issues identified by residents.
 - Other experts including politicians, NRP Staff, community leaders, can be solicited for their recommendations.

Themes

The Neighborhood themes may be the most valuable product of the Steering Committee. The HNIA Board will use the information gathered to make other decisions on serving the residents of Holland with programs that may go beyond the scope of the NRP plan. Steering Committee members understood the importance of their role in fulfilling the needs of the residents beyond the resources in this contract.

Steering Committee

In order to achieve the aforementioned objectives, it was essential that a multifaceted group of individuals provide the necessary leadership and representation. Representatives of stakeholders who are tenants, homeowners, senior citizens, ethnic groups, and business owners, are goals for members of the steering committee. Historically, the Holland has not always been equally represented geographically with the majority of past participation coming from one section of the neighborhood.

The NRP Steering Committee was composed of 4 elected members and 1 member appointed by the board. . The Steering Committee was ethnically diverse and was co-chaired by renters. To ensure adequate and representative participation, the Steering Committee was divided geographically into three different regions. Region #1 is north of Lowry between Central and University Avenues. Region #2 is south of Lowery and east of the railroad tracks. Region #3 is south of Lowery and west of the railroad tracks
A representative of each region was identified and interviewed by the residents of each region who attend the meeting. Three representatives were elected along with a business representative, elected by the business members who attend. The board elected a board member to participate who was not a board officer.

Approval of Plan

After the Final Plan is drafted approved by the Steering Committee sent to the HNIA Board. The Steering Committee used a Neighborhood vote to approve the plan. The community approved the priorities and expenditures for the Final Step Phase One funds that would be included with the remaining First Step Plan to create a complete Final Step Action Plan.

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First Step Highlights

Serving

HNIA is the official citizen participation organization and NRP fund recipient of the neighborhood and manages programs and projects that serve the community. Residents directly work to serve each other to enhance Holland's assets and meet resident needs.

The following are some of the committees, projects and programs that HNIA have been doing:

- **Art** –art education for youth, street art on Central Ave.
- **Block Clubs** – creating a neighborhood involvement network, address crime & safety needs, forum for local issues
- **Business & Corridors** – 1900 Central Development, Supporting the creation of a Cooperative Grocery store
- **Environment** – creating a Community Garden, addressing neighborhood pollution concerns, building a community tot lot, bike trails and creation of new green space
- **Housing** – Home fix up Loan program, new, energy efficient housing construction at 24 & Jackson
- **Youth** – community service projects (public landscaping), ran candidates debate and created and managed a community cultural festival

Representing

HNIA represents the community by conveying to policy makers the priorities of the neighborhood on issues that directly effect neighborhood residents. By creating forums, meetings, surveys HNIA gathers information directly from the community and forms policy priorities for government, service agency and private sector projects, programs and development. This community- based approach is at the heart of NRP First Step development and implementation. Recent positive outcomes demonstrate the effectiveness of an informed and engaged citizenry to identify needs, direct community development and coordinate public resources.

- **Time Warner** – halted an undesirable switching station from being built in residential area
- **Excel Energy Plant** – created community awareness and connected community concerns to policy makers; Excel has recently agreed to upgrade from outdated coal burning to a less polluting (natural gas) plant in NE.
- **Flood Basin** – residents worked to turn a proposed utilitarian public works project into a landscaped neighborhood amenity which is now the site of open greenspace and outdoor events
- **Jubilee Housing project** – held forum with the Bottineau Neighborhood to effect changes in the project proposal that addressed community concerns and issues.
- **Candidates Debate** – youth sponsored debate for Third Ward Council elections.
- **Multi Neighborhood Bike Trail Meetings** – worked with several NE neighborhoods to prioritize a northeast wide bike system which now directs city funding and planning priorities

Building

HNIA has successfully created partnerships that bring considerable resources to the community. By coordinating resources and partnerships HNIA has been able to increase its capacity to build both the social and physical infrastructure of the neighborhood and make the most out of NRP First Step funds. The following highlight some of the more exciting activities:

- **VOA** – HNIA approved the application of \$640,000 NRP Affordable Housing funds that were awarded to Volunteers of America for a mixed-use senior housing development at 1900 Central.
- **MCDA** – HNIA works with staff of the Minneapolis Community Development Agency to set development priorities and implement city projects in the neighborhood
- **US Bank** – Received donated land for housing project through the Community Reinvestment Act (CRA) credit
- **CP Rail** – worked with the rail company to make physical improvements to their property on 27th Ave. Negotiated land use agreements for the play lot and community garden

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- **AIA** – received valuable architectural design work for community planning
- **Rebuilding Together** – partnership has led a complete rehabilitation of 11 homes in Holland
- **Awsumb and Associates** – partnered with private developer to construct soundly built, energy efficient and aesthetically pleasing townhomes on vacant lots
- **Edison High School/YMCA** – Working together to create positive activities to engage youth in the community

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I. NEIGHBORHOOD HOUSING \$1,978,475

Rationale: The Minnesota State Legislature mandates that at least 52.5% of total NRP (Neighborhood Revitalization Program) dollars go to housing related programs. Holland Neighborhood allocated 78.6% of its First Step funding to housing programs. Overall, neighborhood surveys had housing again as a top priority. Considerable research has been done to see what worked well in other neighborhoods and an effort has been made to provide a comprehensive, inclusive set of programs that will meet the needs of all Holland residents. (HNIA) Holland Neighborhood Improvement Association also benefits from having successfully implemented a home improvement loan program during First Step and having spent considerable time discussing issues related to that effort. **Relates to City Goal: Foster the development and preservation of a mix of housing types that is available, affordable, and meets the current needs and promotes future growth.**

GOAL 1: IMPROVE AND STABILIZE HOUSING STOCK IN HOLLAND. (First Step)

Objective A: Renovate and remove blight from the neighborhood. (First Step)

Strategy 1: Identify and prioritize blighted properties in the neighborhood. (First Step)

Strategy 2: Determine whether a property should be demolished or rehabilitated. (First Step)

Strategy 3: Acquire priority properties for rehabilitation, demolition, or redevelopment. (First Step)

Strategy Outcome: These First Step strategies resulted in a \$200,000 investment in property acquisition, construction of eight new housing units and the rehabilitation of an existing house. This NRP investment leveraged over a million dollars of private investment and a contribution of land by US Bank.

Strategy 4: Tear down boarded or vacant properties on the “249” list. (First Step)

Strategy Outcome: This First Step Strategy resulted in working with the Minneapolis Inspections Department and \$2,730 being contributed to the tear down of an abandoned building with fire damage.

When: 1992 and ongoing

Cost: Included in Strategy #5

Funds to be used for: Demolition and or rehabilitation of current housing

Partners: HNIA, Minneapolis Inspections Department

Funding: NRP

Contract Manager: Minneapolis Inspections Department

Strategy 5: Continue First Step Blight removal strategies.

HOW:

- Acquire Blighted Housing
- Demolition and or rehabilitation of blighted housing
- Emphasize restoring or maintaining the historical character
- Develop programming for accessible, energy efficient, environmentally sustainable structures.

When: 1992 and ongoing

Cost: \$678,185 First Step (\$188,611.28 expended)

58,826 First Step (\$2,730 expended)

372,464 Neighborhood Action Plan (NAP)

\$1,109,475

Partners: NRP, HNIA, MCDA, Minneapolis Inspections Department, Minneapolis Planning Department, Third Party Administrator

Funding: NRP

Contract Manager: Third Party Administrator, MCDA

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Objective B: Improve condition of existing housing. (First Step)

Strategy 1: Provide financial assistance to owners for property improvements. (First Step Strategy # 5)

Strategy Outcome: This First Step Strategy resulted in the rehabilitation of over 75 homes through Holland's Forgivable Loan Program. Grants were provided to households at 60% or less of metro median income and 80% of the metro median income. Outreach efforts in implementing this program brought HNIA a broad resident contact base. This contact data allowed for the directing of many other non-NRP housing resources to residents and provided numerous opportunities to strengthen Holland's volunteer base.

Strategy 2: Continue to financially assist owners who are not currently being served by existing programs and resources to improve their properties with a comprehensive rehab strategy.

HOW:

- Continue existing Forgivable Loan Program for households that make 60% of the metro median income or less.
- Develop and implement a low interest revolving loan program for all income levels.
- Target homes in "gateway" areas and areas adjacent to other development sites.
- Develop and implement a matching grant program for exterior home improvements for households who make 80% of the metro median income or less.
- Develop and implement a fix up rebate program for rental properties.
- Develop and implement a "First-Time Home Buyer" Grant program for Holland stakeholders.

When: 1998 and ongoing

Cost: \$334,000 First Step (\$334,000 expended)

435,000 NAP

\$769,000

Partners: NRP, HNIA, MCDA, and Third party administrator

Funding: NRP

Contract Manager: NRP, Third Party Administrator, MCDA

GOAL 2: ENHANCE THE DESIRABILITY OF THE NEIGHBORHOOD.

Objective A: Reduce the number of vulnerable residential structures in the neighborhood.

Strategy 1: Develop outreach and funding structures with partner organizations (e.g. Brush with Kindness) that specialize in the rehabilitation of homes for residents that make 50% or less of the metro median income.

When: 2003 and ongoing

Cost: \$ 20,000 NAP

Funds used for: Materials needed to rehabilitate qualifying homes.

Partners: HNIA, Brush with Kindness, Rebuilding Together

Funding: NRP

Contract Manager: NRP

Objective B: Insure that residents, property owners and potential buyers have access to housing and neighborhood information.

Strategy 1: Collect and coordinate information from all relevant housing programs for distribution to residents at monthly meetings, newsletter and neighborhood events.

HOW:

- Provide a clearing-house for neighborhood residents, property owners and potential buyers regarding housing related services and information.
- Provide educational and promotional materials about resources such as Federal, State and City housing programs

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- Provide home-related local arts and crafts resources.

When: 2003 and ongoing

Cost: from Goal 3 budget

Funds used for: Distribution, staff time.

Partners: GMMHC and other organizations with relevant expertise.

Funding: NRP

Contract Manager: NRP

Objective C: Encourage thoughtful and compatible remodeling, additions and new construction to compliment the neighborhood's existing housing stock.

Strategy 1: HNIA will develop and implement a design/rehab consultation program.

HOW:

- Model the program utilized in the Seward and Longfellow neighborhoods.
- Professional design standards will be created that are specific to the unique architectural characteristics of the neighborhood and that are practical guidelines for residents who may not have access to such information.
- In conjunction with Goal 1, provide incentives (such as extra funding or better loan rate) to encourage architecturally contextual remodeling or new construction

When: 2003 and ongoing

Cost: to come from Goal 3 budget

Funds used for: Printing and design costs of guidebook

Partners: To be identified

Funding: NRP

Contract Manager: MCDA

GOAL 3: IMPLEMENT HNIA HOUSING STRATEGIES

Objective A: Establish and Implement Neighborhood Housing Programs

Strategy 1: Program funds will be dedicated to HNIA for implementation staff, technical assistance costs and expenses for administrating programs.

HOW:

- HNIA will conduct extra outreach to include those populations under served by current housing programs.
- Homes in "gateway" areas and areas adjacent to other development sites will be targeted.
- Develop outreach with partner organizations (e.g. Brush with Kindness).
- HNIA will collect and coordinate information from relevant housing programs.
- Develop and implement a design/rehab consultation program.
- Identify and facilitate opportunities to implement programs.
- Coordinate partners and additional resources needed for successful implementation of projects.

When: 2003 and ongoing

Cost: \$80,000 NAP

Partners: NRP, HNIA,

Funding: NRP

Contract Manager: NRP

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II. Neighborhood Businesses and Corridors \$504,174

Rationale: Robust commercial areas and businesses provide job opportunities and needed goods and services. They are the hallmark of a vibrant community. Increased safety and improved appearance will increase customer use of local businesses and the liveliness of corridors. **Relates to City Goal: Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.**

Goal 1: REVITALIZE/ENHANCE COMMERCIAL AREAS SO THAT THEY BETTER SERVE BOTH COMMERCIAL AND RESIDENTIAL NEEDS. (First Step Goal #2)

Objective A: Develop a comprehensive plan to improve Central Avenue Corridor. (First Step)

Strategy 1: Participate in collaborative efforts to define strengths, needs and opportunities for commercial corridors in Holland and those shared with other neighborhoods. (First Step)

Strategy Outcome: Significant collaborations have taken place with adjoining neighborhoods bordering Central Avenue. The first was the jointly funded comprehensive redevelopment plan for Central Avenue (the "Central Avenue Plan"), which has been a valuable planning tool for the coordinated review and implementation of improvements for Northeast's main commercial corridor. The Enterprise Facilitation Program assisted individuals with new business ventures and assist expansion of established businesses. Two specific expenditures for projects identified in the Central Avenue Plan were subsequently funded jointly by neighborhoods bordering Central Avenue; the start up of a community owned cooperative grocery store and pedestrian level streetlights.

GOAL 2: CONTINUE TO IMPROVE QUALITY OF LIFE OF NEIGHBORHOOD BY IMPROVING BUSINESS AREAS

Objective A: Encourage and support businesses that serve resident needs and add to the unique character of the community to prosper and grow along commercial corridors, community corridors, commercial nodes and other commercial areas.

Strategy 1: Working with such agencies as the MCDA, HNIA will target funds to create incentives for property owners, business and organizations to use or improve vacant or underutilized sites.

HOW:

- Enterprise Facilitation has been implemented.
- HNIA will work directly with city and other government agencies to identify, prioritize and thereby expedite the work needed to achieve property improvement.
- Funds may be directed at pollution clean up, physical improvements, work related to code compliance of property or studies needed to initiate such work.

When: 1996 and ongoing

Cost: \$59,174 First Step (\$28,174 expended)

10,000 First Step

50,000 "Early Access" (EA) Food Co-op (\$20,000 expended)

\$119,174

Partners: HNIA, MCDA, Local Businesses, Public Works, Hennepin County, Third Party Administrator

Funding: NRP

Contract Manager: MCDA, Hennepin County

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Strategy 2: Improve commercial viability through improved appearance, identification, visibility and safety of commercial corridors and properties.

HOW:

- HNIA will work with city and other funding sources to implement such things as improved street lighting.
- Work with business owners to improve visual quality and safety of their properties.
- Install amenities such as awnings, banners, trees, planters, and public art
- Facade improvements.

When: 2001 and ongoing

Cost: \$100,000 EA streetlights for Central Avenue (\$100,000 expended)

100,000 NAP

\$200,000

Funds used for: Street lighting and other physical improvements

Partners: HNIA, Planning Dept., CCP/SAFE, Public Works

Funding: NRP

Contract Manager: MCDA, Third Party Administrator

GOAL 3: MAINTAIN AND IMPROVE AVAILABILITY OF GOODS AND SERVICES AND OTHER AMENITIES.

Objective A: Increase the variety of shopping and service-oriented businesses (e.g. restaurants, grocery stores, specialty shops) to meet existing market wants and needs, with a target of adding desirable (as identified by the neighborhood) businesses or services that maintain the unique character of the area.

Strategy 1: Evaluate existing businesses and services and what additional ones are desired.

HOW:

- Provide stimulus resources to assist in recruitment and creation of those businesses and services that the community identifies as desirable.

When: 2003 and ongoing

Cost: \$150,000 NAP

Funds used for: Business Loan and Grant Program

Partners: MCDA

Funding: NRP

Contract Manager: NRP, MCDA

Strategy 2: Promote awareness of existing businesses to residents and business people of the community so that more people will shop locally.

HOW:

- Produce and distribute a business directory to neighborhood residents and businesses.

When: 2003

Cost: Included in Goal 4

Partners: Local businesses, art and business associations

Funding: NRP

Contract Manager: NRP

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Objective B: Increase economic development and investment in the Holland commercial areas that corresponds to the greater vision and values of the community.

Strategy 1: Promote adherence to neighborhood, local and citywide strategic plans

How:

- Business committee will review commercial development proposals to ensure they reflect Central Avenue and Minneapolis comprehensive plans
- Develop conceptual plans for potential development that reflect the vision and key themes of the Central Avenue and Minneapolis Plans

When: 2003 and ongoing

Cost: Included in Goal 4.

Partners: MCDA, American Institute of Architects

Funds used for: design, graphics, planning materials

Funding: NRP

Contract Manager: NRP, Planning Dept., MCDA

Strategy 2: Develop a home-based business network.

How:

- Identify and survey home businesses in the community

When: 2002 and ongoing

Cost: Included in Goal 4.

Partners: Associations such as NEBA (North East Business Association), NEMAA (North East Minneapolis Arts Association)

Funds used for: data base, network booklet

Funding: NRP

Contract Manager: NRP

Goal 4: IMPLEMENT HOLLAND BUSINESS DEVELOPMENT STRATEGIES

Objective A: Establish and Implement Business Development Programs.

Strategy 1: Program funds will be dedicated to HNIA for implementation staff, technical assistance and expenses in administrating programs.

HOW:

- HNIA will work directly with city and other government agencies to identify, prioritize and thereby expedite the work needed to achieve property improvement.
- Evaluate businesses and services and what additional ones are desired.
- Produce and distribute a business directory to neighborhood residents and businesses.
- Promote adherence to neighborhood, local and citywide strategic plans.
- Develop a home-based business network.
- Obtain resources outside of NRP that support business development strategies.

When: 2003 and ongoing

Cost: \$ 35,000 NAP

Partners: MCDA, Third party administrator

Funding: NRP

Contract Manager: MCDA, NRP

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III. NEIGHBORHOOD CRIME & SAFETY \$36,200

RATIONALE: By increasing participation, neighbors begin to take a greater stake in their own personal well being as well as gaining a greater awareness of their neighbors and neighborhood. Block leaders consistently report decreases in crimes in areas where active block clubs are present. Increased light safety and appearance will increase customer use of business increasing the profitability of business and the liveliness of corridors. **Relates to City Goal: Build Communities where all people feel safe and trust the City's public safety professional and systems; and Maintain the physical infrastructure to ensure a healthy, vital, and safe City.**

GOAL 1: IMPROVE SAFETY IN HOLLAND NEIGHBORHOOD. (First Step Goal #3)

Objective A: Increase citizen participation in crime prevention activities including Block Clubs and youth programs. (First Step)

Strategy 1: Support and sustain existing block and apartment clubs. (First Step)

- Organize more block and apartment clubs, with the goal of organizing 100% of the neighborhood.
- Provide incentives for the participation of block club leaders and members.
- Work with the second precinct and CCP/SAFE to provide the necessary support and training to increase neighborhood participation in crime control.
- A skilled community organizer will assist volunteers to recruit, organize, train and equip citizens to interact with neighborhood, and distribute information.

Strategy Outcome: Block Club networks have increased in number. Block Club networks have facilitated greater access to crime reducing initiatives with CCP/SAFE and the Second Precinct Advisory Council and increased participation events such as National Night Out.

Strategy 2: Recruit, organize, train, and equip citizen patrol(s) to interact with neighborhood, and distribute relevant information (these could be: stroller patrol, roller blade patrol, bike patrol, walking patrol. (First Step)

Strategy outcome: Residents recruited for training opportunities sponsored by the Minneapolis Police Department.

Strategy 3: Provide "One –call-does-it-all" service for residents of the neighborhood. Recruit other neighborhoods to share in funding to provide a person to assist residents in dealing with neighborhood issues. In addition identify issues that affect the entire neighborhood or an area of the neighborhood. (First Step)

Strategy Outcome: Hired Resource person to organize around Crime & Safety issues and other needs to reduce crime and safety concerns.

Goal 2: DECREASE CRIME IN HOLLAND NEIGHBORHOOD. (First Step #4)

Objective A: Assist with enforcement of current laws and ordinances in including nuisance abatement laws. (First Step)

Strategy 4: Assist with enforcement of noise and state noise pollution laws (loud music, cars, parties, etc.) by providing decibel meters to the second precinct. (First Step)

Strategy 5: Provide increased police patrols targeted at specific types of crimes. (First Step)

Strategy Outcome: Strategies 4&5 were not implemented because of a change in the Police Department processes. They have gone to "Code For" which has directed patrols to those areas that have the highest concentration of 911 and other calls about crime and nuisance crimes.

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GOAL 3: CONTINUE TO IMPROVE PERSONAL SAFETY IN THE HOLLAND NEIGHBORHOOD

Objective A: Increase citizen participation in crime prevention activities including Block Clubs and youth programs.

Strategy 1: Support and sustain existing block and apartment clubs.

How:

- Organize more block and apartment clubs, with the goal of organizing 100% of the neighborhood.
- Provide incentives for the participation of block club leaders and members.
- Work with the second precinct and CCP/Safe to provide the necessary support and training to increase neighborhood participation in crime control.

When: 1998 and ongoing

Cost: \$16,200 First Step

\$16,200 Included in Goal 4

Funds used for: Community organizer to assist volunteers

Partners: CCP/SAFE

Funding: NRP

Contract Manager: NRP

Strategy 2: Improve commercial viability through improved appearance and safety of commercial corridors and properties.

HOW:

- Work with business and property owners to improve visual quality and safety of their properties.
- Work with city to improve street lighting.

When: 2001

Cost: Included in Goal 4.

Partners: Public Works, Planning, Crime Prevention Through Environmental Design.

Funding: NRP

Contract Manager: NRP

Goal 4: IMPLEMENT CRIME & SAFETY PROGRAM

Objective A: Establish and Implement Crime and Safety Programs

Strategy 1: Program funds will be dedicated to HNIA for implementation staff and expenses in administering program.

HOW:

- HNIA implementation committee will establish program guidelines.
- Employ a skilled community organizer who will help volunteers to recruit, organize, train and equip citizens to interact with neighborhood, and distribute information.

When: 1998 and ongoing

Cost: \$16,200 First Step (\$16,200 expended)

20,000 NAP

\$36,200

Partners: Minneapolis Police Department

Funding: NRP

Contract Manager: NRP

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IV. NEIGHBORHOOD ENVIRONMENT \$355,000

Rationale: Holland Neighborhood has one small park Jackson Square, which doesn't sponsor activities and has very antiquated equipment. The neighborhood has identified the desire to have improvements made (survey and Holland mtgs.) for many years. Improved Park space would increase community activity, neighbor interaction, and healthy physical activity for all ages, and families. Creating more useable space (i.e. "tot lots"), access to community gardens and bike paths can enhance the quality of life within our community. Improving the look of our environment and having more public spaces increase neighborhood pride and involvement, provides opportunity for neighbors to meet neighbors and improves housing values and economic security. Bike routes increase the safety and comfort of bikers by separating bikers from other traffic and/or by making drivers more aware of the presence of bicycles on shared streets. Making cycling safer promotes the use of bicycles for both recreational and transportation uses and decreases pollution. Pollution from past and current industries are an ongoing health concern for Holland residents. Making the environment healthier and cleaner will enhance the overall quality of life in the Holland Neighborhood. **Relates to City Goal: Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.**

GOAL 1: IMPROVE THE LIVABILITY OF THE NEIGHBORHOOD. (First Step Goal #5)

Objective A: Create more and better open space. (First Step)

Strategy 1: Study ways to create more green space in our neighborhood (i.e. a larger park and/or a system of "pocket parks"). (First Step)

Strategy Outcome: \$21,500 (First Step) along with \$32,000 of Hennepin County funds and a \$15,000 donation from Canadian Pacific Rail = total \$68,500, complemented a five block stretch of new fencing paid for by CP Rail. HNIA worked with Canadian Pacific Rail to redevelop underutilized rail property into a green space amenity that included landscaping, benches, playground equipment and a community garden. HNIA worked with YMCA and Edison High School to involve youth in beautifying existing public open spaces and increasing events and activities in those spaces.

When: 1998 and ongoing

Cost: \$25,000 First Step (\$3,500 moved to 2.A .1.) Total: \$21,500

Funds used for: design work, landscaping, fencing, and play ground equipment, acquisition

Partners: Planning Department, Sustainable Resource Center, Public Works, Park & Recreation Board, YMCA, Minneapolis Public Schools, MCDA

Funding: NRP

Contract Manager: NRP

Strategy 2: Link our neighborhood to the east bank of the Mississippi river by the creation of a parkway along 22nd Ave NE and/or other suitable corridor(s). (First Step)

Strategy Outcome: This Strategy has not been implemented. Future efforts to achieve this goal will focus on a proposed bike path along 18th Ave.

Objective B: Develop and implement a coordinated Bicycling Plan (First Step)

Strategy 1: Develop safe, efficient, and pleasant bike routes in and through our neighborhood. (First Step#3)

Strategy Outcome: HNIA worked with several Northeast neighborhood associations and Public Works transportation division to coordinate a comprehensive bike path strategy for Northeast Minneapolis. Priorities identified and mapped for initial implementation phase.

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GOAL 2: ENHANCE JACKSON SQUARE PARK OR CREATE “POCKET PARKS”, AND COMMUNITY GARDENS OR OTHER GREENSPACE AMENITIES IN THE NEIGHBORHOOD.

Objective A: Work with relevant, recognized partners to improve the look and use of existing and potential “greenspace “ areas.

Strategy 1: Develop and implement a master plan with long and short-term goals for area surrounding Edison High School, Jackson Square, the overflow basin and other areas amenable to development.

When: 1998 and ongoing

Cost: \$3,500 First Step

155,000 NAP

\$158,500

Funds used for: design work, landscaping, fencing and play ground equipment, acquisition

Partners: Planning Department, Sustainable Resource Center, Public Works, Park & Recreation Board, YMCA, Minneapolis Public Schools, MCDA

Funding: NRP

Contract Manager: NRP

Strategy 2: Develop and implement a master plan to ensure new housing and commercial use areas have addressed greenspace issues. Coordinate efforts with Lowry greenway and “gateway” entrances into Holland.

When: 1998 and ongoing

Cost: Included in Strategy #1

Funds used for: Materials to design and implement plan

Partners: Planning Department, Sustainable Resource Center, Public Works, Park & Recreation Board, YMCA, Minneapolis Public Schools, MCDA

Funding: NRP

Contract Manager: NRP

Strategy 3: Acquire vacant or underutilized lots and transform them into “green space“ or recreational amenities.

When: 1998 and ongoing

Cost: Included in Strategy #1

Funds used for: Acquisition and landscaping

Partners: Planning Department, Sustainable Resource Center, MCDA

Funding: NRP

Contract Manager: NRP, MCDA

GOAL 3: IMPROVE COMMUNITY SPACE AND PUBLIC LANDSCAPING THROUGHOUT HOLLAND.

Objective A: Increase interest and participation in projects that increase community involvement.

Strategy 1: Work with existing committees, block clubs, and other neighborhoods, Mpls. Park and Rec. and other partners to address needs through out neighborhood giving special attention to high visibility areas such as Railroad yards and corridors (i.e. 27th Ave.), bike path areas, EFC Farmers Market, business corridors, flood basin and areas with empty lots.

When: 2003

Cost: Included in Goal #6

Funds used for: outreach and promotional materials

Partners: HNIA Environment Committee, Urban Land Institute

Funding: NRP (Neighborhood Revitalization Program)

Contract Manager: NRP

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Strategy 2: Plan & sponsor events that increase neighborhood involvement and improve livability.

HOW:

- Form garden clubs and develop garden sharing program.
- Work with local nurseries or relevant programs to obtain material donations or technical assistance.
- Encourage apartment Dwellers and rental property owners to participate in building landscaping projects.
- Promote participation in the summer neighborhood clean up.
- Provide opportunities to enjoy existing community open spaces, amenities and public areas.

When: 2003, ongoing

Cost: \$40,000 NAP

Funds used for: promotion, materials and expenses related to events

Partners: Mpls. Park & Rec., Edison High School, YMCA, Hennepin County

Funding: NRP

Contract Manager: NRP

GOAL 4: CREATE PARKWAY AND BIKE PATHS THAT LINK HOLLAND TO OTHER NORTHEAST NEIGHBORHOODS AND THE CITYWIDE SYSTEM.

Objective A: Expedite the implementation of bike paths in Holland.

Strategy 1: Work with groups such as Minneapolis Public Works (bicycle division), Park and Recreation Board and other neighborhood association committees to develop a long-range plan to link our neighborhood with other neighborhoods. HNIA will promote and support such plans with informational material for residents such as bicyclist booklets with maps and safety and biking rules to maximize resident usage of routes.

When: 2003, ongoing

Cost: \$5,000 NAP

Funds used for: planning and design, informational materials

Partners: Mpls. Public Works

Funding: NRP

Contract Manager: NRP

GOAL 5: MAKE HOLLAND A HEALTHIER NEIGHBORHOOD BY REDUCING HOUSEHOLD, INDUSTRIAL AND COMMERCIAL POLLUTION.

Objective A: Work with the Environment Committee and relevant governmental agencies to create and implement strategies that will lead to a cleaner and healthier community.

Strategy 1: Work with MCDA, City Inspections Dept., Hennepin County and other related agencies and businesses.

HOW:

- Inspect and clean up vacant lots within Holland.
- Tear down unused dilapidated buildings that are not nor will be used. Clean up vacant lots within NE.
- Continue assisting with the environmental clean up of asbestos being conducted by the MN Pollution Control and MN dept of Health.
- Continue monitoring NSP pollution control measures at the NE plant.
- Work with relevant agencies to ensure that area businesses are complying with highest safety and emission standards.

When: 2003, ongoing

Cost: \$100,000 NAP

Funds used for: environmental studies, pollution remediation costs

Funding: NRP

Contract Manager: MCDA, NRP

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GOAL 6: IMPLEMENT NEIGHBORHOOD ENVIRONMENT STRATEGIES.

Objective A: Develop and Implement Neighborhood Environment Programs.

Strategy 1: Fund Implementation Staff and expenses for administrating environmental program.

HOW:

- Develop and implement a master plan with long and short -term goals with Edison High School.
- Increase interest and participation in projects such as Blooming Boulevards/Community Gardens.
- Increase number of bike paths in Holland. Develop a long-range plan to link Holland with other neighborhoods
- Develop and distribute bicyclist booklets with maps and safety and biking rules to maximize resident use of routes.
- Implement strategies that will lead to a cleaner and healthier community.
- Secure funding and resources outside of NRP to implement strategies.

When: 2003 and ongoing

Cost: \$ 30,000 NAP

Partners: Public Works, Mpls. Park and Rec., Hennepin County

Funding: NRP

Contract Manager: NRP

V. NEIGHBORHOOD YOUTH, FAMILY & EDUCATION \$76,000

Rationale: The students and educational facilities in the Holland Neighborhood represent some of the community's greatest assets. Residents ranked use of the Library as their most important activity in the neighborhood. Having quality educational opportunities and schools ranked fourth in the overall improvement priorities for Holland Neighborhood and was a top priority among renters. **Relates to City Goal: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.**

GOAL 1: ADDRESS THE EDUCATIONAL AND SOCIAL NEEDS OF THE NEIGHBORHOOD.
(First Step Goal #6)

Objective A: Provides a facility for the people of Northeast to use as a community resource and gathering place. (First Step)

Strategy 1: Create a plan to build a multipurpose Northeast Community Center. Secure funding for its construction and operation. (First Step)

Strategy Outcome: Working with other neighborhoods, a plan was designed for a multifunctional community center that would serve as a recreational and educational facility.

When: 1998-2001

Cost: \$10,000 (First Step) (\$10,000 expended)

Funds used for: Community Center organization, design and planning

Partners: NE neighborhoods

Funding: NRP

Contract Manager: NRP

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Objective B: Provide service and leadership opportunities that improve community.

Strategy 1: Support and work with HNIA youth committee to develop and implement programs, projects and events that will create a plan to provide a facility to use as a community resource and gathering place. Supporting those activities that also enhance other existing neighborhood goals.

HOW:

- Increase connections to major community assets (Edison High School, Library, YMCA)
- Introduce youth to government and neighborhood involvement.
- Other projects as determined by Youth committee such as youth leadership training, and community service projects.

When: 2003 and ongoing

Cost: \$ 30,000 NAP

Funds used for: project materials, training expenses

Partners: Edison High School, YMCA

Funding: NRP

Contract Manager:

Objective C: Support Public Library as an educational resource for the community.

Strategy 1: Conduct joint market/needs analysis with Library to collect information to guide strategic plans and assist the implementation of those plans.

When: 2003 and ongoing

Cost: Included in Goal 2

Funds to be used for: Outreach, surveys, mailings, staff time

Partners: Minneapolis Public Library

Funding: NRP

Contract Manager: NRP

GOAL 2: IMPLEMENT YOUTH/EDUCATION PROGRAMS

Objective A: Develop and Implement Youth/Educational/programs.

Strategy 1: Fund Implementation staff and expenses for administering program.

HOW:

- HNIA implementation committee will develop program guidelines.
- Support and work with HNIA youth committee to develop and implement programs.
- Conduct joint market/needs analysis with Library staff.

When: 2002 and ongoing

Cost: \$36,000 NAP

Funding: NRP

Contract Manager: NRP

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VI. ARTS - \$55,000

Rationale: Art improves the quality of life within communities, increases property values, helps to retain residents and provides for interaction within the community. Art promotion can bring long term financial gain into the community through new commercial space, jobs and economic stability. It can also greatly enhance Housing, Business Development and Transportation strategies. Artists are a growing business community that has been a major asset for HNIA. **Relates to City Goal: Promote public, community and private partnerships to address disparities and to support strong healthy families and communities; and create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.**

GOAL1: IMPROVE AND EXPAND COMMUNITY INVOLVEMENT IN THE ARTS.

Objective A: Create incentives for art communities to establish businesses in NE/ Holland and increase the activity of local artists that support other community activities or goals

Strategy 1: Coordinate efforts between neighborhood school (Edison) and community organizations (YMCA, Minneapolis Park & Rec.)

HOW:

- Promote arts education, programs and participation.

When: 2003 and ongoing

Cost: \$20,000 NAP

Funds used for: educational programming, materials and expenses

Partners: Edison High School, Mpls. Park & Rec., and YMCA

Funding: NRP

Contract Manager: NRP

Objective B: Use art to create a "sense of space" and identity or enhance the physical environment /structures in Holland

Strategy 1: Sponsor and promote art-related events

HOW:

- Create, sponsor and support works and performances that increase citizen involvement in Holland by supporting administration of arts related educational activities.

When: 2003 and ongoing

Cost: \$30,000 NAP

Funds used for: costs related to materials, displays and administration of arts educational activities.

Partners: HNIA, NEMAA

Funding: NRP

Contract manager: NRP

Objective C: Implement Arts Programs

Strategy 1: Establish and Implement Arts Education Programs by providing funds for Implementation staff and expenses for program.

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HOW:

- HNIA Implementation Committee will develop program guidelines.
- Fund implementation staff and administrative expenses.

When: 2003 and ongoing
Cost: \$5,000 NAP
Partners: NEMAA
Funding: NRP
Contract Manager: NRP

VII. TRANSPORTATION - \$165,000

RATIONALE: Minneapolis is ranked number one in the country for bicycle commuting to work according to the 2000 census. The Holland Neighborhood currently is not connected to the citywide bike system and has no bikeways of any kind. Bike paths are a viable way of reducing car usage in the Holland Neighborhood. Less traffic and fewer parked cars would improve the pedestrian experience. This supports the environmental objectives of creating a healthier environment and supports the overall goal of making Holland a more attractive and desirable place to live. This would also increase the historically limited areas where residents can exercise or enjoy leisure activities.

More Bus Shelters will improve the conditions that bus commuters endure while waiting for Metro buses. By improving the conditions it should be possible to increase bus riders. Increased riders will reduce traffic congestion. Better-designed shelters will improve the image of the Holland Neighborhood. **Relates to City Goal: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities; and deliver consistently high quality City services at a good value to our taxpayers.**

GOAL 1: ENSURE THE NEIGHBORHOOD HAS A COMPREHENSIVE TRANSPORTATION INFRASTRUCTURE.

Objective A: Increase and enhance transportation options in the Holland Neighborhood.

Strategy 1: Support construction of bike paths by working with the city and businesses to develop bike corridors.

When: 2003 and ongoing
Cost: \$75,000 NAP
Funds used for: bike racks and other material needed for bike paths
Partners: Minneapolis Public Works
Funding: NRP
Contract Manager: NRP

Strategy 2: Support the installation of more and better-designed Bus Shelters.

HOW:

- HNIA will develop plans for targeted bus stop areas
- HNIA will work with relevant city agencies to improve design and usability of designated bus stop areas

When: 2003 and ongoing
Cost: \$75,000 NAP
Funds used for: Design work and costs related to functional improvement of shelters.
Partners: Public Works Transportation Dept., Metro Transit
Funding: NRP
Contract Manager: NRP

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Strategy 3: Develop other transportation options as opportunity provides with other potential partners or public transportation advocates.

HOW:

- Specific strategies developed as opportunities and funds arise.

When: 2003 and ongoing
Cost: included in strategy 4
Partners: To be determined
Funding: NRP
Contract Manager: NRP

Strategy 4: Implement Transportation Program

HOW:

- Establish an Implementation committee to develop program.
- implementation staff and administrative expenses

When: 2003 and ongoing
Cost: \$15,000 NAP
Partners: Mpls. Public Works, MCDA
Funding: NRP
Contract Manager: NRP

VIII. GENERAL ADMINISTRATION - \$441,083

RATIONALE: Funds will be needed by the Holland Neighborhood Improvement Association for action plan administration. Funds may be used to lease and rehabilitate an office. Staffing will ensure the implementation of the Housing, Crime and Safety, Youth, Environment, Business Development and Community Development strategies in a smooth and timely manner. General Administration expenses will be used to coordinate and conduct activities that increase community involvement when planning and implementing the NRP plan. Staff will play an integral role in bringing internal and external resources to programs. Funds may be used to purchase consulting and technical assistance if needed to provide services or expertise for specific projects that otherwise wouldn't be available but are crucial to the success of any given project. All efforts to find such services through programs or pro-bono services are a prerequisite first step prior to purchasing such services. The intention is to build off of the First Step Plan and increase outreach and community organizing. Administrative funds will be used to hire an NRP manager; a community organizer and if needed an administrative assistant. **Relates to City Goal: Strengthen City Government management and enhance community engagement.**

GOAL1: PROVIDE THE MEANS FOR IMPLEMENTATING THE NEIGHBORHOOD PLAN (first step)

Objective A: Create a sustainable administrative and financial structure to ensure that the Holland Neighborhood Action Plan is implemented as envisioned. (First Step)

Strategy 1: Provide integrated staff support for the organization, coordination and implementation of all parts of the Action Plan. Depending on the skill sets of each employee, salary amounts may be adjusted between one position and another before hire, but the total labor expenses would be kept the same. In certain cases, a contract arrangement may be preferable to hiring someone. Employee mix would include one full time skilled employee capable of overseeing the housing strategies, supervising other employees and coordinating with other agencies and organizations; clerical half time employee; half time skilled housing employee; half time seasonal Crime and Safety employee. (First Step)

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Strategy Outcome: This resulted in the effective implementation of First Step goals and objectives; the coordination of government resources to meet community needs and increased resident participation in community planning and events. The inspection specialist position was not utilized and a full time community outreach position was substituted.

Strategy 2: Continue with strategy 1 with the intention of maintaining positions for implementation management, outreach and administrative support. Funds designated in the specific plan categories may be used for this strategy (ex. Plan implementation expenses such as identified in "Neighborhood Housing" Goal 3, Objective A, Strategy 1. Funds may also be applied from general implementation strategy 3 and 4.

Strategy 3: Provide needed financial resources to help maintain an office location and resources to help (copier, telephones, etc.) for staff, meetings, etc. and any other administrative expenses required to implement our Action Plan. (First Step)

Strategy 4: Continue with strategy 2 and 3 to cover an additional 4-year period

When: 1998 through 2007

Cost: \$265,083 First Step (\$242,259 expended)

176,000 NAP

\$441,083

Funds used for: cost of implementation and organization

Funding: NRP

Contract Manager; NRP

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Results of Methods Identifying Need and Developing Themes

The Holland Neighborhood Steering Committee and the HNIA Board used the information gathered to make decisions on serving the residents of Holland with programs that may go beyond the scope of the NRP plan. Steering Committee members understood the importance of their role in fulfilling the needs of the residents beyond the resources listed in this plan.

Because we were one of the last neighborhoods completing our plan, we did extensive research on what other neighborhoods found as successful programming. Other research revolved around asset mapping of resources in the community that could address the identified needs. HNIA requested and received input from public agency staff on best practices.

- Focus groups were informally formed at the neighborhood monthly meetings. These meetings provided insight into the needs of various groups in the neighborhood.
- A general survey was developed by the Steering Committee based on input from the general meetings and distributed to the neighborhood in 2 waves. The results of the first survey did not fully represent the neighborhood due to insufficient response from Renters, and Youth. A second survey was sent to residents using an updated database and questions for Seniors, Renters, and Youth. Staff and volunteers then did a door to door sampling of 50 additional rental households. The youth surveys were distributed to 57 young people from the community, with 18 responses.
- A total of 2300 surveys were delivered to residents with a 16% (374) response compared to the 6% (114) First Step response. The Steering Committee was satisfied that the extra effort was important and did generate a better result from those residents previously missed.

The Steering Committee found that minorities were more fully represented by this targeted process.

The attached documents further spell out the results of the surveys and issues addressed.