

## Summary of Comments on Draft Neighborhoods 2020 Roadmap

Prepared May 9, 2018 by NCR with assistance from Zan Associates

The 70 neighborhood organizations in the City of Minneapolis are vital to the city's success. Neighborhoods create a sense of place and belonging, communicate local issues to the city and citywide issues to residents, and leverage city funds through volunteers. NEIGHBORHOODS 2020, led by the Neighborhood Community Relations Department, will recommend future funding levels and a service delivery model.

The *Neighborhoods 2020 Roadmap* was circulated for public comment in March-April 2018. Comments were received from 33 neighborhood organizations and 16 individuals. Key **themes** of the comments received are summarized below.

### Theme 1: Neighborhoods should continue to be autonomous organizations

There is a lot of pride in the award-winning, autonomous, non-profit system of neighborhood organizations in Minneapolis – and this was reflected in the comments received on Neighborhoods 2020 Roadmap. While it is challenging to provide consistent services to 70 neighborhood organizations – and the needs vary widely - the benefits include understanding of local issues, flexibility, creativity, and connections to residents and businesses. Neighborhoods want to create their own destinies and set their own agendas.

### Theme 2: A multi-year, flexible, objective, dependable source of funding is needed

Neighborhoods rely heavily on current city funding and volunteers. With one voice, neighborhoods expressed a need for additional funding and, perhaps more importantly, used words like **ongoing, dependable, perpetuity, stable, consistent, continual, certainty, guaranteed**. Neighborhoods supported continuing NRP funding in perpetuity and asked that sources of funds such as CPP and CIF be continued and increased. Many commenters asked that funding sources be more flexible, allowing use of funds for food, childcare and other neighborhood needs. Commenters concurred that all neighborhoods should have a **base level of funding**.

### Theme 3: Partnership/Impact Assessment Model

In the Partnership/Impact Assessment model, all neighborhood organizations would receive a base level of funding. Organizations could apply for additional funding by demonstrating efficiencies and improved effectiveness through partnerships with other organizations. Key themes in comments about the Partnership/Impact Assessment model are:

- Neighborhood organizations believe that this model **will lead to merging of neighborhoods** into large organizations, resulting in organizations that are less responsive to local issues, more intimidating for participation, and competitive with each other.

- **Collaboration** between neighborhoods already occurs and is **beneficial**. “Sister” organizations could share lessons learned, increase cultural sensitivity, and improve the sense of a citywide community.
- Applications for funding **will increase staff time requirements** for both neighborhoods and NCR and will favor organizations with good grant writing skills.
- Concerns were expressed that small organizations would disappear and have **no opportunity to grow**, and large organizations would be overwhelmed with additional work.
- Concerns were expressed about the **criteria for assessments** and fiduciary certification.

## Theme 4: Pooled Services Model

In the Pooled Services model, all neighborhood organizations would receive a base level of funding. NCR would develop a “bench” of contracted service providers, resulting in better rates. A defined level of services would be available to organizations through NCR. Key themes in comments about the Pooled Services model are:

- There are **economies of scale with shared administrative services** such as insurance, legal, accounting, payroll, taxes; and this would give volunteers more time for other activities. There were mixed opinions about shared services for other activities such as websites, engagement activities, and strategic planning.
- **Training is needed**, including leadership training, training in equity and inclusion, and better understanding of city processes.
- There were concerns that centralizing services **will add more bureaucracy**.
- There were concerns that neighborhoods would become dependent on NCR, becoming **less autonomous and less impactful**. This could mean less local knowledge, less grassroots engagement, fewer volunteers, and less creativity.

## Theme 5: Community Participation Program Model

Currently, grants are provided to each neighborhood organization based on a complex formula using factors such as neighborhood size, underrepresented groups, income and livability. Key themes in comments about the Community Participation Program model are:

- The **existing CPP program is working well and is fair**. It is a multi-year, flexible, objective formula-based funding program. Comments reflect that there are diverse neighborhood needs and various levels of functional effectiveness.
- The existing system **would maintain autonomous neighborhoods** regardless of size or ability, allowing creativity and flexibility in responding to local needs.
- The **existing system could be improved**. Suggested improvements include training, “results” metrics, additional support services, and an “opt-in” option for a menu of pooled services.

## Theme 6: NCR Services

Commenters suggested that NCR could provide more clear and timely communication and take additional actions supporting neighborhood organizations. Many examples were given including clarifying services and resources, requirements for programs, staff structure, and relationship to NCEC and other city departments; using

standardized forms for contracts and amendments; providing training; and providing a menu of pooled services. Many also supported **implementing the recommendations of the Biko audit report**.

### Theme 7: Community Engagement

These comment themes are relevant to a new community engagement policy:

- The community engagement policy should **reflect Council policies** including the Minneapolis 2040 Comprehensive Plan, small area plans, and the Blueprint for Equitable Engagement.
- Neighborhood groups** should be the vehicle for engaging with residents.
- Policies should acknowledge that **diversity is different for different neighborhoods**, and there should be flexibility in how equity and inclusion is achieved and measured. Participation and inclusion should be measured broadly over all activities, not just board composition.

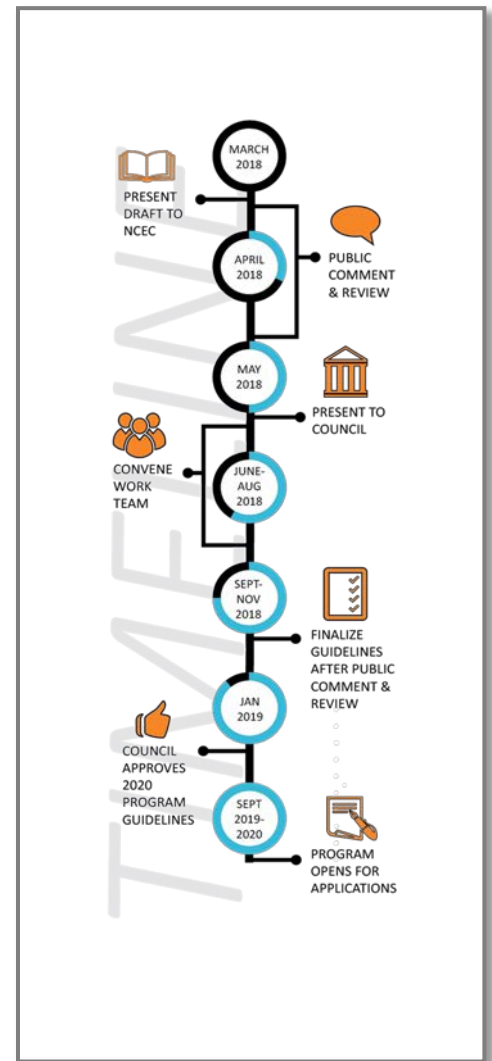
### Theme 8: Combining NCEC and NRP Policy Board

Commenters did not provide consistent preferences on combining the NCEC and the NRP Policy Board. Two themes are:

- **Representatives should be elected**, not appointed. Alternates also should be elected.
- **Members should represent districts**, not serve as at-large representatives. District boundaries should be adjusted to reflect population.

### Theme 9: Work Teams

Commenters consistently stated that **neighborhood organizations should be represented on the Work Teams**. There were concerns about how members will be recruited and how decisions will be made.



## Comments on Neighborhoods 2020 Draft

To: NCEC Commissioners  
NCEC Rep Nick Cichowicz  
NCR Director David Rubedor  
Minneapolis City Coordinator  
CM Kevin Reich, NRP Policy Board

Cc: CLPC Board  
Downtown Neighborhood Group  
Greg Simbeck, NCR Specialist

From: Gary Simpson  
President, Citizens for a Loring Park Community

Date: April 30, 2018

Re.: Roadmap to Neighborhoods 2020

Dear Commissioner Cichowicz,

Thank you for this invitation to respond to “Roadmap to Neighborhoods 2020.” My comments here are essentially a written version of the seven primary comments that I offered at the NCEC 2020 Listening Session on March 27, 2018 focusing on the Draft document available at that time. Of course, many other important additional comments could be made.

### 1. **Interpretation**

Among my areas of expertise in my profession as a professor teaching Master and Doctoral level students is interpreting documents and teaching students how to interpret documents, both ancient and modern written documents. I help students to recognize themselves as self-reflective interpreters who stand within an interpretive continuum that spans a range from a modality of interpretive suspicion and critique, on the one hand, to a modality of interpretive generosity and appropriation, on the other. Both poles of this interpretive continuum offer benefits and advantages for the purposes of interpretation. The interpretive modality of suspicion and critique is particularly helpful and called for when there are manifest or hidden issues of power involved. The issue of purse-string power is particularly manifest at this time in the life of the City and the Neighborhood Organizations whose sole purposes for existing are to serve the well-being of the City and the citizens in the neighborhoods of the City. My comments, therefore, lean in a more critical interpretive mode.

### 2. **On Seeing the Forest Amidst All the Trees**

Every forest is made up of many, many trees. Often times we so focus on the many trees that we fail to see the situation of the overall forest. It is tempting when reading a document like “Roadmap” to focus on the many, many trees. There are indeed lots of trees. Some seem more necessary and more significant to the shape of the forest than others. Many of the trees in the “Roadmap” are scraggly, strewn around, and are a distraction from seeing the overall forest and whether or not it is healthy or decaying and diseased. “Roadmap” is not an easy document to interpret in order to see the overall shape of the forest, so to speak. It’s very easy for an interpreter to get fixated on one or two or a few of the most anemic trees, or even on or two of the more thriving trees, but in doing so to altogether miss the overall forest. I’d like to focus on the overall forest of “Roadmap” because I think it proposes to take us to a dangerous dead end.

3. **“Roadmap” As Master Metaphor**

The master metaphor of this Neighborhoods 2020 document is a “roadmap.” It’s a trendy planning and design metaphor and it’s used in other City documents, for instance. Every roadmap assumes, of course, a “FROM-HERE-TO-THERE” reality. So, first of all we should inquire where the “FROM HERE” is on “Roadmap to Neighborhoods 2020.” For only when we know where “Roadmap” locates the “HERE” of Neighborhood Organizations can we clearly understand the “TO-THERE” that “Roadmap” proposes to take us.

4. **The Phantom “HERE” of Neighborhood Organizations**

The very second sentence of “Roadmap” (p. 1) is a spectacular sentence that could in fact function as “Roadmap’s” overall “HERE.” “Neighborhood organizations are by the people, for the people.” Wonderful! Marvelous! Although I’m not quite sure why the drafters of “Roadmap” foreshortened Abraham Lincoln’s classic Gettysburg Address testimony regarding the American Republic. So from now on, I’m just going to call this “HERE” the “Neighborhood Organizations OF-BY-and-FOR-the-PEOPLE.”

Unfortunately, tragically, even atrociously, this “HERE” in “Roadmap,” these “Neighborhood Organizations OF-BY-and-FOR-the-PEOPLE” progressively disappear as a reader moves further and further into the document. “Roadmap” provides no “thick description,” as urban anthropologists put it, from the perspective of the inner workings of these many vibrant and robust “OF-BY-and-FOR-the-PEOPLE Neighborhood Organizations.” Yes, there are the seven bullet points on page 1 of core services Neighborhood Organizations provide. However, beyond page 1 “Roadmap” offers only a few off-the-cuff sounding clauses, mere whiffs of the vibrancy and robustness that these 501C3 organizations offer the City as “core and vital” servants of the City, and its citizens, residences, businesses, religious and civil society organizations, and neighborhoods.

Why doesn’t “Roadmap” offer the thick description of “OF-BY-and-FOR-the-PEOPLE Neighborhood Organizations” that these 501C3 “core and vital” servants of the City deserve, and in fact are?

Frankly, it feels as if the drafters of “Roadmap” have only the faintest deep understanding of what our “OF-BY-and-FOR-the-PEOPLE Neighborhood Organizations” are, do, and offer from the perspective of these organizations themselves. The real guts and muscles and sinews of the City’s Neighborhood Organizations are just plainly missing in “Roadmap to Neighborhoods 2020.” After page 1 of “Roadmap” “OF-BY-and-FOR-the-PEOPLE Neighborhood Organizations” become more and more of a phantom throughout the document until at the end the initial high-sounding rhetoric of “OF-BY-and-FOR-the-PEOPLE” becomes just plain rhetoric

How could that be in a document and in a process that is so consequential to the future of Minneapolis?

5. **The Real “FROM HERE” of “Roadmap”**

When “Roadmap” gets to its highpoint, it bait-and-switches its readers to a new “FROM HERE.” This new “FROM HERE” shows up in the “pros and cons” sections of the three options for consideration, specifically on pages 11 and 12 under the first and third models. It’s now becoming clear that the rhetorically high-sounding “OF-BY-and-FOR-the-PEOPLE Neighborhood Organizations” has only been baiting us along, hoping that we’d get really hooked before the rhetorical switch takes place. Here it comes. We are now the neighborhood organizations of **“complete autonomy . . . separate from the City.”** OMG, one wants to blurt out. What happened?

The quack of this new, out-of-the-blue rhetoric of ridicule—this **“complete autonomy . . . separate from the City”**—thunders so piercingly that Abraham Lincoln is surely still rolling over and over again in his grave. **“Complete autonomy . . . separate from the City”** seems to be what the drafters really think. How offensive to our City’s Neighborhood Organizations can one make it!

Now we know the “FROM HERE” that “Roadmap” wants to take us. But where is the “To There”?

6. **The Real “TO THERE” That “Roadmap” “Recommends”**

In NCR Director Rubedor’s February 22, 2018 cover letter to “Roadmap” he notes that neither NCR nor NCEC are making “recommendations” at this time to the City Council. I get that. Nevertheless, the language “NCR recommends” is all over “Roadmap to Neighborhoods 2020.” That high-sounding discourse quickly overwhelms the “options presented for discussion purposes only” (see cover letter).

However, the rhetoric that starts pummeling readers’ eyes and ears left and right is the discourse of “oversight.” It’s all over the document. Oversight. Oversight. Oversight. Actually it’s the discourse of “oversight” that becomes the subtle but persistent drumbeat just below the surface of the entire document. “Oversight” is the functioning *cantus firmus*, yes, that “fixed song,” as the more musical among us would put it, that preexisting melody forming the basis of a polyphonic musical composition consisting of several independent voices or parts, or “trees” to retrieve my earlier metaphor.

The deep “TO THERE” is to a **REGULATORY MODEL**, no matter what other models might also be functioning on the surface.

The real “Roadmap” effectively buries Abraham Lincoln’s vision and instead wants to take its so-called “**complete autonomy . . . separate from the City**” neighborhood organizations to a **REGULATORY MODEL** that will be the new *cantus firmus*.

7. **On Bias**

Listing “pros and cons” is a perfectly common, reasonable, and useful way to assess various options. Of course, the mere comparative number of pros and cons is not the only important item because weighting factors are often brought in, but which isn’t the case in “Roadmap.” Yes, I say perfectly reasonable and useful unless, that is, the listings are biased from the get go. So, please judge for yourself whether the drafters are prematurely trying to sway you by how they rhetorically couch the pros and cons. So, just for starters: the impact-assessment model has 8 pros and 4 cons; the pooled-services model has 6 pros and 3 cons; the community-participation-program model, “the current model,” has 3 pros—one of which is the discourse of “**complete autonomy . . . separate from the City**”—and 6 cons.

Hmmmmm? What think ye?

# SUMMARY OF OPTIONS FROM NEIGHBORHOODS 2020 ROADMAP

Neighborhood Community Relations Dept 2/27/18

## IMPACT ASSESSMENT MODEL (aka 3 TIER MODEL)

CONCEPT	NCR POV	CONCERNS	QUESTIONS
<p>Neighborhoods are assigned one of 3 tiers. Funding is based on tier level.</p> <p>Tier III and II Neigh Orgs help the Tier I orgs with “administrative oversight”</p>	<p>“Increases capacity of NCR staff to focus on equity and inclusion efforts, training and support...” (p. 11)</p> <p><i>(ed comment: NCR spends less time on the smaller orgs, by handing that over to larger orgs)</i></p>	<p>Smaller neighborhoods receive less funding than now; <b>not allowed to have staff</b>. They would have to rely on admin help from the higher tiers – presumably by paying a portion of their funds to the ‘helping’ neigh org.</p>	<ul style="list-style-type: none"> <li>• Who makes the assignments?</li> <li>• Why no staff at lowest level?</li> <li>• What would be the process of fiduciary certification?</li> <li>• Are Tier I orgs allowed to stay Tier I indefinitely if so choose?</li> <li>• What is the path to ‘level up’ if so choose?</li> </ul>

## POOLED SERVICES MODEL (similar to District Council model)

CONCEPT	NCR POV	CONCERNS	QUESTIONS
<p>Neighborhoods funded at a base level and apply for additional funds through an application process.</p> <p>Some funds go to pooled administrative support services in a geographic area.</p> <p><i>(This would be similar to St. Paul and Seattle District Councils.)</i></p>	<p>“Allows for neighborhood organizations to focus more on community organizing and less on admin.” (p. 11)</p> <p>“Allows for NCR to be more embedded in the community.” (p. 11)</p> <p><i>(An assumption would be that NCR would get more \$\$ and the amounts available to neighborhoods would be less than now.)</i></p>	<p>Neighborhoods will compete for funding for projects and for admin support time.</p> <p>Over time neighborhoods would become less independent and more and more reliant on city admin help, could lose ability to manage themselves, become less impactful</p>	<ul style="list-style-type: none"> <li>• What if district NCR admin staff are not a good fit with district? Mechanism for staff change?</li> <li>• Couldn’t neigh orgs choose to share outside services (bookkeeping, payroll, website etc.) without having to give up individual organizational status?</li> <li>• Couldn’t neighborhoods choose to meet regionally with CPED and other city departments currently?</li> </ul>

## COMMUNITY PARTICIPATION PROGRAM MODEL (current CPP system))

CONCEPT	NCR POV	CONCERNS	QUESTIONS
<p>Neighborhoods funded based on objective, equity-based allocation formula.</p>	<p>“<b>Limited capacity for systemic equity.</b>” (p. 12)</p> <p><i>(Assumption from above comment is that the allocation formula isn’t adequate and some neighborhoods should get more than the current allocation formula, others less.)</i></p>	<p>Funding, volunteer capacity and interest in some neighborhoods can’t always fulfill CPP expectations.</p> <p>NCR support and training is inconsistent and inadequate to increase org capacity.</p>	<ul style="list-style-type: none"> <li>• What the specific expectations of NCR that neigh orgs are not meeting?</li> <li>• What are ways to address unmet expectations while keeping current CPP system?</li> <li>• How can NCR make things easier for neigh orgs?</li> </ul>



Hello Commissioners, City staff and Minneapolis residents,

My name is Amanda Winterer and I represent the Bottineau Neighborhood Association.

I am the group's treasurer. Thank you for this opportunity to make this statement.

Bottineau Neighborhood Association requests that the funding structure and levels of funding remain the same for all neighborhood groups for the foreseeable future. The Citizen Participation Program has worked well for the past 8 years.

For example, Bottineau has established Neighborhood Priority Plans. One such NPP is the Homework Helper at Bottineau Park. After a few Somali parents asked for this help, at a community meeting, our neighborhood group got busy and set up the coordination of volunteer tutors to help all children get STEM help at our park. Another NPP implemented is Crime Solutions that works with the police to track crime trends and react with organized volunteers when shots are fired in the community or other crimes are committed. We have many examples of this type of outreach conducted at community request.

BNA also requests that the Community Innovation Funds, CIF, be expanded and used more. BNA was a recipient of one such CIF grant and put it to use studying air pollution around the Lowry Bridge that leveraged an additional 500,000 dollars in MPCA air monitoring that is currently being conducted on the Mississippi Water Management Organization roof top near Lowry Bridge.

As a matter of neighborhood tradition, a pumpkin carving is held at the Park every fall and a Bottineau Neighborhood and Mississippi River clean-up is held every April in honor of Earth Day. This year, as part of the Green Zones in Minneapolis, we will be able to offer 25 free trees to the community to help remediate air pollution and improve the tree canopy in Bottineau.

Thanks again for listening to our request. Copies of this testimony are at the sign in table.

**DRAFT Reviewed with Consensus NCEC Committee of the Whole 5-2-18**  
**NEIGHBORHOOD & COMMUNITY ENGAGEMENT COMMISSION**  
**Recommendations for Recalculating the 2020 “Roadmap”**

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***“Neighborhood Organizations are vital to the success of Minneapolis.”***

- *Public comment made at NCEC Listening Session 2/27/18*

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The above comment was made by a young woman who hadn't been born when the Neighborhood Revitalization Program started. As an intern with Elliot Park Neighborhood, she learned the history and legacy of Minneapolis neighborhood organizations. Many success stories were shared during this Listening Session.

But - since the current source of funding for neighborhood organizations and the programs that support them is coming to an end in 2020, the following questions need to be asked:

1. How do we keep or improve the relevancy and usefulness of Minneapolis' neighborhood organizations?
2. How do we maintain and increase the funding and administrative support?
3. How do we maintain the current systems or create new systems that improve collaboration and communication with the City?

In early 2017, NCEC Commissioners, residents and NCR staff members participated in training sessions on the Art of Hosting and Harvesting Conversations that Matter. A partnership of the NCEC, NCR, neighborhood organizations and residents organized and held five Community Conversations plus two cultural community specific conversations.

**Based on these conversations, we learned that residents continue to rely on neighborhood organizations to:**

1. **Provide communication to and from the city**
2. **Provide a venue for civic engagement on issues that concern them**
3. **Build and develop authentic community**
4. **Provide opportunities to become further involved in City government.**

**Residents also expect transparency, good leadership and representation.-The evidence proves that many residents are willing to expend 73,285 of their precious volunteer hours to make all of the above continue to happen, valued at \$1.9 million per the 2016 Neighborhoods Program Annual Report.**

The participation and input from the Community Conversations, the Community Connections Conferences and the recent NCEC Listening Sessions show that neighborhood organizations are remaining relevant and possibly more useful and needed than in the past.

To meet the new challenges and opportunities of density and increased diversity, neighborhood organizations, the NCEC and NCR will need to work together to create the tools and resources necessary to assist in expanding outreach efforts, board and volunteer retention and developing capacity.

To address question #3, we first need to have further discussion and increased understanding of the role of the 5 NCR Cultural Community Specialists and how they could better work to bring neighborhood organizations and cultural communities together.

**NCEC Commissioners have been hearing directly from neighborhood representatives and residents regarding the options and action items listed in the “Neighborhoods 2020 Roadmap” developed by the Neighborhood and Community Relations Department. The NCEC has held two Listening Sessions for residents to give public input on the Roadmap (2/27/18 and 3/27/18). The following feedback is derived from those conversations.**

## **F E E D B A C K**

### **Option 1 (The Impact Assessment Model<sup>1</sup>)**

This would create a system that encourages (with disincentives) the smaller (Level I) organizations to merge with Level II & III organizations. The ultimate goal of fewer, larger, more staff-driven neighborhood organizations would make the system more manageable for the city. It would lose the “granular” level of current neighborhood activity and access. There is a concern that larger entities would be barriers for diverse board and volunteer representation. There are more opportunities to work together to build community with 70 organizations vs. 13 – 20 organizations.

### **Option 2 (The Pooled Services Model)**

One aspect of this option suggests a District Council model which would also mean fewer, larger organizations and therefore we have the same concern outlined above. The sharing resources aspect of this option is viewed favorably by neighborhood organizations who would like to ability to collaborate, but not necessarily merge. This concept needs to better understood and defined. Neighborhoods have often expressed a wish for better centralized communication, but not necessarily through the city. The NCEC could more appropriately fulfil that role.

#### **ACTION ITEMS:**

- Develop more detailed description and process of 'pooling services'
- Consider creation of Pooled Services/Community Coordinator to develop procedures and adaptations to assist neighborhood organizations in developing partnerships

### **Option 3 (Community Participation Program – the current system)**

The current system preserves and supports the 70 independent neighborhood organizations. The needs-based allocation formula provides an equitable funding distribution. The feedback from the listening sessions and conversations have been strongly in favor of keeping the current system with a few tweaks. A unanimous request is that food expenditures would be allowed under the new funding source.

**NCEC Option 4 (The Community Collaborative Model)** *(Option 4 in the Roadmap is “TBD”, a placeholder for ideas to be added. NCEC has added one.)*

This model strives to increase community participation by encouraging neighborhood organizations to partner with non-profits and other community associations. The goal of the partnerships is to create community involvement of ethnic and cultural groups and produce diverse leaders. Such partnerships will increase community participation, increase the safety of the neighborhood, increase diverse leadership, bring diverse cultures together and keep a neighborhood healthy and strong.

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<sup>1</sup> NCR renamed Partnership Model in marketing brochure. NCEC feels this is not an accurate name for this model.

## **NCEC RECOMMENDATIONS:**

NCEC recommends the continuation of the Community Participation Program (“CPP”) program with the following provisions and additional concepts:

1. Clearly defined roles and expectations among the neighborhood organizations, the NCEC, the NCR Department and the City of Minneapolis (to be developed with neighborhood organizations)
2. Increased funding for sustainable programming, including food as a community engagement tool.
3. Multi-year allocations (5-year) with ability to repurpose unexpended funds into the next cycle.
4. Enhanced officers, board and volunteer capacity and organizational management required training added to future program guidelines, as co-defined by the City and the neighborhood organizations, to help ensure there is a base level of board proficiency in board governance and fiduciary duties.
5. Equity and undoing racism training, along with support services to ensure that the organization board is representative of its community
6. Strong and qualified administrative support from fully-resourced NCR Department, or from contracted services, 4-5 additional FTE’s (Neighborhood Support Specialists) consistent with the recommendations of the Biko GrayHall Pentel report.
7. Develop better coordination of services by Cultural Community Specialists to neighborhood organizations.
8. Translation services available to neighborhood organizations.
9. Develop a “Sister Neighborhood” program, including additional funding for hosting co-neighborhood events.

The NCEC further recommends:

**On NRP Funding:**

NCEC supports the NCR recommendation to continue the use of NRP funds into perpetuity.

**On NCEC Structure:**

1. Review and adjust the NCEC District Borders to reflect changes in population.
2. All NCEC elected representatives to be elected by City Wards (13 seats).
3. Reduce appointed NCEC positions from 8 to 4 positions, to be appointed by the City Council (2) Mayor (1) and the Park Board (1).
4. Elect/appoint non-voting Alternates for all NCEC positions.
5. Term Limit of two (2) consecutive two-year terms, with absence of one year before being eligible for election or appointment again.
6. City needs to work with neighborhood organizations to adjust the boundaries of the NCEC Districts.

## **Notes from NCEC CoW Discussion of Workgroups (NOT part of the Document).**

### **Workgroups**

NCR proposed three workgroups to be established in June to further develop the details of the action items of their proposal. Neighborhood organizations have many questions about the action items and the workgroups. **The NCEC COW met and recommends to that this is how the workgroups be structured:**

#### **Funding, Guidelines and Implementation Work Group (15 Members)**

**2 NCEC – ( old / new)**

**1 NRP Policy Board**

**3 Cultural Community / Community Reps.**

**5 Neighborhood Reps.**

**2 Subject Matter Experts (Neighborhood Specialist and Development Finance Staff)**

**2 Undoing Racism / Equity Reps. GARE (Government Alliance for Racial Equity) trained equity leads**

**1 Council – Non Voting**

**1 Mayor – Non Voting**

#### **Governance Advisory Structure for Neighborhood and Community Engagement (15 members)**

**2 NCEC (old / new)**

**2 NRP Policy Board**

**5 Neighborhood**

**3 Cultural / Community Reps.**

**1 Subject Matter Expert – City Clerk**

**2 Undoing Racism / Equity Reps. GARE (Government Alliance for Racial Equity) trained equity leads**

**1 Council – Non Voting**

**1 Mayor- Non Voting**

#### **City-Wide Engagement Policy (15 members)**

**2 NCEC (old / new)**

**1 NRP Policy Board**

**3 Cultural / Community Reps.**

**5 Neighborhood Reps.**

**2 Subject Matter Experts – CPED and Public Works**

**2 Undoing Racism / Equity Reps. GARE (Government Alliance for Racial Equity) trained equity leads**

**1 Council – Non Voting**

**1 Mayor – Non-Voting**

**NCEC will assist NCR in making final determination of Work Group Members based on an application process that will begin May 14<sup>th</sup> and End June 4<sup>th</sup>. NCEC will choose a small sub-committee to look at the applications and make selections.**

DRAFT



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NCEC Rep Nick Cichowicz  
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NCR Director David Rubedor  
Mayor Frey, CM Cunningham  
NRP Policy Board  
Neighborhood Community Relations  
Crown Roller Mill, Room 425  
105 5th Avenue South  
Minneapolis, MN 55401

April 30th, 2018

Dear NCEC Mr. Chichowicz, Commissioners,

The Shingle Creek Neighborhood Association is sending this letter in response to the Neighborhoods 2020 Roadmap and possible suggestions and input to help with developing the best program moving forward. We have participated with the Art of Hosting training and City hosted input events but feel having the ability to comment more in-depth specifically about the neighborhood program is also invaluable.

We appreciate the strong support of neighborhood associations and their core value to the city of Minneapolis. *"...As an elected official, I am a champion for neighborhood associations because they are a great way for me to stay connected to each distinct neighborhood of the 4<sup>th</sup> Ward and the specific issues that they face. I partner with our associations to build a strong community vision that we can implement at all levels. It's a great place for us to connect and talk about what's really going on in the neighborhood. No one can do this work alone. We, Northsiders, are all in this together."* championed CM Cunningham's in his 4th Ward Report in the [April 2018 issue of the Camden News](#).

Regarding the Neighborhoods 2020 Roadmap, SCNA feels Option 1 is far from a viable option. This option seems like a great way to delay any progress. Third party assessment gives us pause-what would be their criteria? Self assessment also concerns us - it could come down to who can market their neighborhood and efforts best - and then who would be the reviewer of these self assessments?

Option 2 is an inappropriate role for the NCR Department. While pooling resources can sometimes bring economies of scale, it would be an inappropriate role for the department.

**Therefore, Option 3 Community Participation Program (which is the current CPP Model) which contains the unique neighborhood organization foundation is the best model of the three being offered at this time because:**

- A) **It is a multi-year, flexible, objective, and formula based funding.** As elected officials and priorities have changed, it is important to note that the core CPP model, what we have now, is the resulting product of citizen input. It is what we had throughout the Neighborhood Revitalization Program (NRP), what we had for Minneapolis Community Development Agency(MCDA) Citizen Participatory funding prior to that. The multi-year, flexible, objective, and formula-based funding is the core of what makes the Minneapolis neighborhood organization program unique and award-winning.
  
- B) **This contractual action planning system insures that residents create from the grassroots a neighborhood action plan with their goals and priorities given the overarching Minneapolis Comprehensive Plan.** The funds are then dispersed per contract to an IRS certified 501c3 organization for the highest accountability standards possible and for accounting of public funds.
  
- C) **Multi-year funding allows for board capacity building which is one of the NCR guidelines of the CPP program.** A program with annual funding is very challenging for educating, retaining and maintaining volunteer enthusiasm, participation and retention.
  
- D) **The established Minneapolis neighborhood organization program is the unique award-winning foundation that puts Minneapolis on the map for its leading, cutting-edge, and highly studied participatory democracy model.** The program was designed by forward thinking Minneapolis residents, agencies, departments and elected officials. Many other cities have traveled here to experience and study firsthand the Minneapolis neighborhood organization model. No other city has been brave enough to duplicate it fully. The Minneapolis neighborhood organization program adds value to Minneapolis by being unique in the country!

**Potential Improvements to CPP Model:**

- A) Additionally any funding guidelines and contract with the City should also include the Role and Responsibility to the Contractor (Neighborhood). Language has been removed by CPED which called for a 45 day notification & review process so it was feasible to actually organize and gather community input.
  
- B) A review of the formula based funding could be reviewed every five to ten years to help with the evaluation of the funds, investments and investment needs and the community priority/needs and possibly adjusted accordingly.
  
- C) The NCR Department should role model those Principles for all City departments.

**Option 4 of Other offers great purpose and potential: SCNA would suggest adding an investment program to the CPP Model.**

- A) Blending in an investment element to the City neighborhood program guidelines and adding additional meaningful and adequate investment funds for helping with



attracting and investing in affordable housing either locally or across the city is one element that holds great potential to possibly help fund the neighborhood organization program in perpetuity.

If not but for the neighborhood organizations and the Neighborhood Revitalization Program's fair and equitable system to allocate funds across the city, there would have been almost no housing investment. Neighborhood organizations invested roughly 18M of their Phase I and II funds on the Northside(NRP data 1990-2006). Total NRP Phase I and II for the entire Northside was 34M. The Affordable Housing investments of 14.5 M were highlighted in the [Adopted 2017 budget brief](#).

- B) SCNA regrets the fact that the Neighborhood Community Engagement Commission, the approved body by city council for review and input of this document was bypassed in this process. It shows. This document could have been greatly improved through NCEC creation, input, and review process rather than being drafted by the NCR department and going out to the community for input. We insist that the NCEC be recognized and City adopted policies followed.

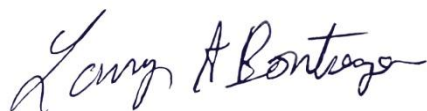
**Potential New Funding Source Ideas and Feasibility:**

We often learn by hearing from others and from what was not selected. What are the NCEC identified benefits/challenges/feasibilities of any other options. For instance:

- 1) Was reevaluating and possibly recertifying the current Consolidated TIF district or a potential new district considered as a potential option to fund the neighborhood organization program as a core city service?
  
- 2) According to the City NRP Phase I &II funding reports in 2006, the program was less than 7/10ths of 1% of the City's overall budget. And 52.5% of those investment dollars were required to be invested in housing. With the Consolidated TIF district poised to break the 180M mark, finding ways to fund a core city service like neighborhoods could benefit from a long-term strategy or even a onetime allocation from this fund prior to its expiration.

We look forward to hearing from others and continuing to contribute input in this important process.

Thank you,  
Respectfully,



SCNA Board Chair

[Mpls.scna@gmail.com](mailto:Mpls.scna@gmail.com)

(attached Historical Information and NRP Phase I &II investment allocations by Ward)

**Historical Resource Information:**

1) Since the City started tracking Development Indicators of Major Projects of \$100,000 in their CPED Quarterly Trending reports in 2004, the amount of disportion millions of dollars that have been invested by private and public funded projects outside North Minneapolis and specifically the Camden area of North Minneapolis are greatly disproportionate . The reports track the top 100 construction permits of \$100,000 or more and their project values. Over the past 14 years, out of many hundreds of projects there have been only a handful of projects of this size on the entire Northside.

This is significant because in 2012 when the tornado came through we learned that ["68% North Side residents make so little money that they receive assistance from Hennepin County to get by."](#) This statistic points also to a major need for an overall plan to help prioritize, unify, balance, to help attract and grow from the disproportionate housing, commercial, job, and transportation inequities and investments on the entire Northside. So many times whether housing, business, or major events like tornado damage or mortgage foreclosure crisis, the first investors and funds being invested on the Northside are those from the neighborhood organizations and their approved strategies required funding resources for the Northside.

**2) NRP Phase I and Phase II Investment Allocations by Ward**

**2006**

Ward 1	Phase I	Phase II
Columbia Park	\$478,000	\$ <b>175,525</b>
Marshall Terrace	\$ 679,830	\$ <b>363,456</b>
Holland	\$ 3,610,932	\$ <b>684,021</b>
Logan Park	\$ 1,263,500	\$ <b>418,010</b>
Waite Park	\$ 1,232,877	\$ <b>447,124</b>
Audubon Park	\$ 2,798,845	\$ <b>630,862</b>
Windom Park	\$ 2,818,000	\$ <b>563,421</b>
NE Park	\$ 510,000	\$ <b>252,685</b>
Beltrami	\$ 745,605	\$ <b>271,232</b>
	\$ <b>14,137,589</b>	\$ <b>3,806,336</b>

Ward 2	Phase I	Phase II
Como	\$ 2,413,629	\$ <b>556,043</b>
University	**	\$ <b>100,000</b>
Prospect Park	\$ 3,236,910	\$ <b>347,866</b>
Cedar Riverside	\$ 3,156,377	\$ <b>704,577</b>

Ward 7	Phase I	Phase II
Downtown E/W	\$ 2,563,645	\$ <b>913,167</b>
Elliot	\$ 4,459,701	\$ <b>678,504</b>
Loring Park	\$ 3,497,500	\$ <b>502,173</b>
Bryn Mawr	\$ 713,000	\$ <b>270,080</b>
Kenwood	\$ 440,000	\$ <b>99,659</b>
Cedar Isles Dean	\$ 829,600	\$ <b>261,420</b>
	\$ <b>12,503,446</b>	\$ <b>2,725,003</b>

Ward 8	Phase I	Phase II
Central	\$ 6,040,000	\$ <b>812,586</b>
Powderhorn Pk	\$ 5,195,400	\$ <b>687,638</b>
Bancroft	\$ 2,000,000	\$ <b>265,505</b>
Field-Regina-Northrup	\$ 2,674,874	\$ <b>1,093,966</b>
Bryant	\$ 2,050,000	\$ <b>295,498</b>
Kingfield	\$ 3,011,144	\$ <b>770,934</b>
	\$ <b>20,971,418</b>	\$ <b>3,926,127</b>

Seward	\$ 4,733,030	\$ 450,139
Cooper/	**	
	\$ 13,539,946	\$ 2,158,625

#### Ward 3

Botteanu	\$ 1,545,666	\$ 224,069
Sheridan	\$ 2,034,000	\$ 438,317
St. Anthony East	\$ 1,196,100	\$ 362,535
St. Anthony West	\$ 1,403,959	\$ 224,642
Beltrami	\$ 745,605	\$ 271,232
Nicollett Island	\$ 240,780	\$ 176,119
Marcy Holmes	\$ 4,330,220	\$ 683,948
McKinley	\$ 1,844,849	\$ 580,058
Hawthorne	\$ 4,582,900	\$ 1,593,541
	\$ 17,924,079	\$ 4,554,461

#### Ward 4

Cleveland	\$ 1,059,096	\$ 448,446
Folwell	\$ 1,991,253	\$ 730,376
Lind-Bohanon	\$ 1,668,879	\$ 521,140
Shingle Creek	\$ 800,000	\$ 323,905
Victory	\$ 978,210	\$ 480,270
Webber Camden	\$ 2,527,350	\$ 652,678
	\$ 9,024,788	\$ 3,156,815

#### Ward 5

Near North	\$ 8,400,250	\$ 1,845,711
Willard Hay		
Harrison	\$ 2,937,686	\$ 846,641
Sumner	**	\$ 25,000
North Loop	\$ 193,000	\$ 293,007

#### Ward 9

East Phillips/	\$ 12,834,346	\$ 1,356,734
Corcoran	\$ 2,563,645	\$ 410,440
Longfellow	\$ 9,299,592	\$ 2,306,477
Mid Phillips/	**	
	\$ 24,697,583	\$ 4,073,651

#### Ward 10

East Isles	\$ 1,130,853	\$ 387,253
Lowry Hill E	\$ 3,799,364	\$ 747,852
ECCO	\$ 794,375	\$ 334,613
Carag	\$ 2,418,053	\$ 636,557
Lyndale	\$ 4,750,000	\$ 643,703
East Harriet	\$ 1,634,000	\$ 218,316
	\$ 14,526,645	\$ 2,968,294

#### Ward 11

Kingfield/	\$ 3,011,144	\$ 770,934
Fuller	**	
Windom	\$ 1,749,200	\$ 291,018
Page-Hale-Diamond lake	\$ 2,212,950	\$ 835,143
Northrup/	**	
	\$ 6,973,294	\$ 1,897,095

#### Ward 12

Cooper/	**	
Howe/	**	
Standish-Ericcson	\$ 3,439,035	\$ 1,087,274
Kewaydin	**	
Minnehaha	**	

Jordan	\$ 6,691,000	\$ <b>906,958</b>
	\$ <b>18,221,936</b>	\$ <b>3,917,317</b>

Morris Pk	**	
	\$ <b>3,439,035</b>	\$ <b>1,087,274</b>

Ward 6		
Whittier	\$ 7,766,000	\$ <b>2,466,446</b>
West Phillips/	**	
Ventura Village	\$ 5,254,937	\$ <b>688,753</b>
Stevens Sq	\$ 4,204,100	\$ <b>376,427</b>
	\$ <b>17,225,037</b>	\$ <b>3,531,626</b>

Ward 13	Phase I	Phase II
W.Calhoun	\$ 605,000	\$ <b>258,994</b>
Linden Hills	\$ 1,762,956	\$ <b>530,161</b>
Fulton	\$ 1,348,340	\$ <b>387,299</b>
Lynn Hurst	\$ 1,016,683	\$ <b>285,619</b>
Armatage	\$ 1,109,832	\$ <b>375,682</b>
Kenny	\$614,220	\$ <b>266,533</b>
East Harriet/	\$ 1,634,000	\$ <b>218,316</b>
	\$ <b>\$8,091,031</b>	\$ <b>\$2,322,604</b>



April 30, 2017

David Rubedor, Director  
Neighborhood and Community Relations  
Crown Roller Mill, Suite 425  
105 Fifth Avenue South  
Minneapolis, MN 55401

Re: Minneapolis Neighborhoods 2020 Roadmap

Dear Mr. Rubedor:

Prospect Park Association (PPA) has reviewed the City's draft *Neighborhoods 2020 Roadmap* and we appreciate your department's efforts to invite conversation regarding improved neighborhood engagement. The PPA Board of Directors discussed the Roadmap and authorized the following initial response. We anticipate the ability to provide more detailed input as plans advance.

The Roadmap outlines several critical issues Minneapolis faces: a growing and diversifying population of majority renters, increasing needs for affordable housing, and racial disparities necessitating more deliberate equity and inclusion work. PPA has also identified these in our *Planning Framework for 2040*, submitted as input to the current Minneapolis 2040 comprehensive planning process. We would like to see thoughtful measures on what it means to support equity and inclusion in leadership, beyond counting board member demographics, and which look at a variety of decision-making opportunities and forms within our communities. We would also like more clarity on how the Roadmap intersects with the Comprehensive Plan and can be reflected there.

The Roadmap's three funding options received the following feedback from our Board:

**Option 1:** *Impact Assessment, with funding based on the capacity of the organization.*

While respecting the independence of neighborhood organizations, this option seems designed to compel their consolidation. While this may be desirable in certain cases, particularly with neighborhoods whose geography and interests align, it does so through the heavy lever of funding. This may create conflicts and unexpected outcomes, and would require time and skill to navigate.

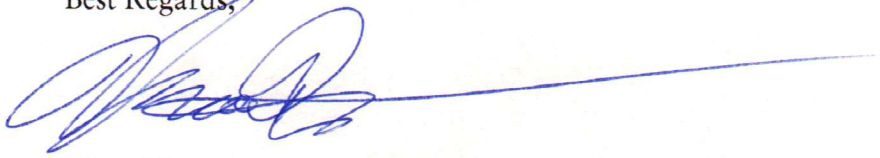
**Option 2:** *Pooled Services, with centralized City administration while neighborhoods apply for project funding.* Because small nonprofits are so dependent on skilled volunteers to operate effectively, having access to pooled services seems attractive. However, this proposal also creates heavy dependency on the City and risks conflation between it and neighborhood organizations in the minds of the community. We believe keeping citizen voices independent is critically important.

**Option 3:** *Continue the Community Participation Program with its complex funding formula.* Although this is the most familiar option for neighborhoods, the City clearly doesn't feel this funding stream encourages diversity and inclusion. Likewise, neighborhood organizations aren't funded at a level that allows them to effectively engage with all residents, particularly renters and

especially in our case the large and highly mobile student population. To compound this problem, city staff seem stretched to provide adequate resources and assistance when requested.

Ultimately, we'd like to see more stable funding and improved city services to strengthen neighborhoods. We support more affordable and equitable housing, expanded public realm and green space, improved multi-modal transportation, and an enhanced environment for all Prospect Park residents. As currently outlined it's difficult to determine how the Roadmap can most effectively advance those principles. PPA has a long history of active citizens dedicated to public work, and we look forward to partnering more closely with you in the development of a Roadmap that ensures more sustainable, inclusive, and effective neighborhood-based organizations.

Best Regards,



Vince Netz  
President/CEO  
Prospect Park Association  
[vince@prospectparkmpls.org](mailto:vince@prospectparkmpls.org)  
612-767-7531

cc: Councilmember Cam Gordon, Ward 2  
Nick Cichowicz, Chair, Neighborhood & Community Engagement Commission  
Marcea Mariani, District 8, Commissioner, NCEC  
Erick Garcia Luna, Director, U of M Government and Community Relations

# PARTIAL LIST OF ACTION ITEMS FROM NCR 2020 ROADMAP AND POSSIBLE ALTERNATIVES

## NCR ACTION ITEMS LISTED UNDER

### “ADVISORY BOARD FOR NEIGHBORHOOD AND COMMUNITY ENGAGEMENT”

- #1. Work group to be convened in June 2018 to develop recommendations on changing the advisory structure of neighborhood programs.(p. 6)
- #2. Eliminate the NCEC and add 8 community seats to the NRP Policy Board. “**THE AT-LARGE seats**” would be elected by the community possibly at the annual Community Connections Conference or a neighborhood congress. (p. 6)

#### **CRITICAL CHANGES:**

CURRENTLY THE NCEC HAS 8 MEMBERS FROM 8 DISTRICTS AND 8 APPOINTEES. THE FIRST **IMPORTANT CHANGE HERE IS THE MOVE FROM DISTRICT REPRESENTATION TO AT-LARGE.** THE 2<sup>ND</sup> THING TO CONSIDER IS HOW MANY NEIGHBORHOOD BOARD MEMBERS AND VOLUNTEERS GO TO THE COMMUNITY CONNECTIONS CONFERENCE (a Saturday sometime between Feb-April) AND HOW SUCH AN ELECTION COULD PLAY OUT

#### **PROPOSED ALTERNATIVES:**

- A. **THE 8 SEATS ADDED TO THE NRP POLICY BOARD (per NCR suggestion) ARE ELECTED BY DISTRICT TO ENSURE ALL AREAS OF MINNEAPOLIS ARE REPRESENTED ON THIS BOARD.**
- B. **KEEP NCEC AND NRP POLICY BOARD SEPARATE. RETAIN PREVIOUS NCEC RECOMMANDATION TO HAVE NRP POLICY BOARD MEET QUARTERLY, TIMED WITH NCEC MEETINGS.**
- C. **KEEP NCEC BUT ELIMINATE APPOINTED POSITIONS. ADD NON-ELECTED MEMBERS FROM COMMUNITY AND CULTURAL GROUPS.**
- D. **IN ALL ABOVE CASES, ALTERNATES BY DISTRICT/GROUP ARE ELECTED TO STEP IN IF A COMMISSIONER BECOMES UNABLE TO SERVE.**
- E. **NCEC CONVENES A COMMITTEE TO DEVELOP NEW ELECTION PROCESS AND DEVELOP COMMISSIONER JOB DESCRIPTIONS AND DEFINE EXPECTATIONS OF STAFF SUPPORT FROM NCR.**

# PARTIAL LIST OF ACTION ITEMS FROM NCR 2020 ROADMAP AND POSSIBLE ALTERNATIVES

## ACTION ITEMS LISTED UNDER

### “GRANT FUNDS BEYOND NRP AND CPP”

- #1. Reforming the additional grant funding available to Neighborhood organizations and non-profit Community groups .... to more directly support the outcome of Equity and Inclusion in Neighborhood organizations (p. 6)
- #2. Additional grant funds for partnerships between Neighborhood Organizations and Community Organizations to increase diversity in leadership and decision making. (p 6.)

INTREPRETATION OF NCR RECOMMANDATION: Change the 2 discretionary funding programs (which are reviewed and recommended by NCEC) to 2 new ones. These funds would apparently be completely decided by NCR, assuming NCEC is eliminated. (And maybe even if it isn't, unclear).

#### **CRITICAL QUESTIONS:**

**IS THE OBJECTIVE TO REDISTRIBUTE FUNDING TO CERTAIN NEIGHBORHOOD ORGS (that aren't able to stay within their allocation) WHILE KEEPING THE 'ILLUSION' OF AN OBJECTIVE ALLOCATION FORMULA?**

**WILL THE TOTAL ALLOCATION AMOUNT FOR NEIGHBORHOODS BE REDUCED TO ACCOMMODATE INCREASED DISCRETIONARY FUNDING BY NCR?**

#### **PROPOSED ALTERNATIVES:**

- A. INCREASE DISCRETIONARY FUNDING WITHOUT DECREASING NEIGHBORHOOD ALLOCATION**
- B. MAKE THE DESCRIBED CHANGE TO GROUP A AND GROUP B FUNDING PROGRAMS WITH FOLLOWING AMDENDMENTS:**

**GROUP A (LEADERSHIP DEVELOPMENT): ADD REQUIREMENTS THAT RECEIPIENT ORGANIZATIONS AND PROGAM GRADUATES CONNECT AND COMMUNICATE WITH NEIGHBORHOOD ORGANIZATIONS**

**GROUP B: ADD REQUIREMENT THAT PROJECTS CONNECT AND COMMUNICATE WITH NEIGHBORHOOD ORGANIZATIONS.**



April 30, 2018

Director David Rubedor  
Neighborhood and Community Relations Department  
City of Minneapolis

The Northeast Neighborhood Network, (NENN), requests the City of Minneapolis City Council make improvements to the Community Engagement policy, Neighborhood and Community Relations Department (NCR), neighborhood funding formulas, and the Neighborhood Community Engagement Committee (NCEC). These recommendations are intended to be a formal response to the Neighborhoods 2020 Roadmap put forth by the NCR Department. This response is within the public comment time frame ending April 30, 2018. NENN expects this document to be an evolving communication with the City. NENN met, agreed upon these recommendations and neighborhood boards approved them.

Therefore be it resolved: NENN requests that the NCR Department be more transparent in its dealings with neighborhoods. First, NCR must produce quarterly, accurate, financial reports including funds requested, funds available in each contract, funds contracted, and funds uncontracted. Secondly, that standardized forms be developed to allow changes, adds, modifications, and project reallocation mechanisms for all that are same for each neighborhood. For example, MOUs, contract modifications, and project applications like utility art wraps be easy and uniform in nature. The NCR/NCEC webpage must be updated to same caliber as other City webpages. These improvements will streamline and encourage nimble use of funds to meet the needs of the ever changing community needs within the neighborhoods. These transparency efforts must be accomplished by 12-31-18. We also support the Biko report recommendation to add 4 more Neighborhood Support Specialists.

The NCR Department should fund neighborhoods at 50% higher than current levels for 5 year contract periods. Unspent funds from one year should automatically be rolled forward to the same budget line in the next year during the contract term. NPP (Neighborhood Priority Plan) funds should be returned to uncontracted funds when the contract term ends. The neighborhoods should be funded using the same formula now in place. These additional funds shall be used for program uses to improve the health, wellbeing, economic security, public security and cultural needs of the community as determined by the neighborhood boards who regularly and continuously engage their communities. Funding must allow fun, food, and childcare to promote participation and community cohesion.

We also recommend that Neighborhood Organizations shall use their NRP funds in perpetuity and that the 7-year review of NRP funds be eliminated.

Neighborhood governance was discussed at length. NENN dismissed most of Option 1 "Impact Assessment Model" because any model must allow a staff person for each neighborhood. The "fiduciary certificate" is redundant and unnecessary. The idea of nonprofit best practices is worthy and therefore "best practices" seminars should be provided by NCR on a regular basis throughout Minneapolis for neighborhood groups. NENN dismissed most of Option 2 "The Pooled Services or Planning District

Model” as an attempted failed re-work of what predated neighborhood boards. What is worthy is the idea of sharing resources among neighborhoods who are confronted with a common problem. This already exists but should be actively encouraged with easier funds sharing and common problem solving initiatives. NENN advocates Option 3 “Community Participation Programs” as the preferred neighborhood governance model with more flexibility and increased dollars per neighborhood. NENN dismissed Option 4 “TBD” as it is too vague and unwieldy to redesign neighborhood governance in the timeframe before us. This re-imagining governance would take years to accomplish and sow discord among neighborhood groups.

The NCEC should be 13 elected representatives (not Ward boundaries) based on a one person one vote mechanism. Term length discussed may be 1-3 year staggered terms. The NCEC should be an independent board whose mission is to advise and inform the NCR Department of neighborhood and community priorities. Further, the NCEC should be an advisory committee much like any city advisory committee with the exception that NCEC will be elected. NCEC candidates would need to register with the City. NCEC candidates must indicate a willingness to serve with a resume that must reflect neighborhood service. (Neighborhood staff people and elected officials cannot serve on the NCEC as it would be a conflict of interest.)

NENN recommends that the City of Minneapolis make the Community Engagement Policy a priority that ensures that neighborhood groups will be recognized as the official community engagement and vehicle the City relies on to interface with residents in the City. NCR must develop, with NCEC advice and approval, a Community Engagement policy that is approved by the City Council by 12-31-19. This policy must reflect these new inputs for strengthening the NCEC and Community Engagement in the City of Minneapolis. This policy should include that a staff person be assigned to the NCEC who will assist those NCEC advisors in navigating the City bureaucracy and other bureaucracies as needed. This policy must ensure that Neighborhood groups are informed when any public work or development idea is being planned and that this notification will occur at least 90 days prior to Planning Commission hearings, City Council Committee hearings or City Council approvals. Community Small Area Plans must be respected and followed unless a compelling case can be made by City staff and voted on by City Council that a greater community good will be achieved by overriding the neighborhood Small Area Plan.

Signed By:

Bottineau Neighborhood Association  
Beltrami Neighborhood Council  
Marshall Terrace Neighborhood Association  
St. Anthony East Neighborhood Association  
Windom Park Citizens in Action  
Logan Park Neighborhood Association  
Columbia Park Neighborhood Association  
Sheridan Neighborhood Organization  
St. Anthony West Neighborhood Organization



April 28, 2018

City of Minneapolis  
Neighborhood and Community Relations Department  
Crown Roller Mill, Suite 425  
105 Fifth Avenue South  
Minneapolis, MN 55401

RE: The Neighborhoods 2020 Roadmap

To Whom It May Concern:

The following shall serve as the official comment of the Whittier Alliance Neighborhood Organization with regards to the Neighborhoods 2020 Roadmap released by the Neighborhood and Community Relations Department earlier this year.

Members of the Whittier Alliance Board of Directors and staff have discussed the Roadmap content at length and concluded that despite evident flaws, the current Community Participation Program model is the only option outlined that would allow neighborhoods the ability to operate effectively. This determination is one that we have heard echoed in conversations among neighborhood organizations of all sizes and capacities throughout this comment period.

The Impact Assessment Model would essentially prevent smaller organizations from building capacity to serve their neighborhoods in a more comprehensive manner over time; Whittier Alliance could stand to benefit as a well-staffed organization, but we could not support that as a city-wide model. The Pooled Services Model would stifle an organization's ability to plan creatively or prioritize grassroots engagement by requiring a significant amount of time to be focused on applying for and reporting on individual segments of grant funding from the City.

We at Whittier Alliance will readily admit that the current system is not perfect, and there is a genuine desire within our organization to continue improving upon our service to the neighborhood. One method we believe would enhance the existing CPP model is to supplement the ideas outlined in the annual CPP report. We would like to use this report to self-impose more benchmarking in order to hold ourselves accountable to the vision of becoming a board that is consistently demographically representative of Whittier. We understand that neighborhood board representation is not the only identified issue with the current structure, however it is an idea that feels pervasive across the City and in conversations regarding organizational relevance and effectiveness.

The existing neighborhood system provides an incredible opportunity to think outside the box and develop a unique, creative funding model -- something even better than CPP. It would not be a simple process and would take time, but the people and places of Minneapolis deserve a world class support system wherein all neighborhoods can constructively collaborate with all City of Minneapolis departments and their elected officials. We and other engaged community members would like to work with NCR and City Council to figure out how to get there.

The Whittier Alliance and the neighbors that we represent look forward to hearing more from NCR and responding in turn as we move through the subsequent steps of this process together.

Sincerely,

**The Whittier Alliance Board of Directors**

David Bagley, Jen Kader, Christina Le, Erin Sjoquist, Araceli Perez, Viswa Challa, Martha Nemesi, Angela Ritchie, Jeff Cowmeadow, Marcy Gazca, Michael Perez, Aldona Martinka, Cyndi Hovey, Michael Malone, Crystal Audi

## Northeast Neighborhood Network Meeting 2/28/18

NCR planning a recommendation to City Council in May

Mayor's budget comes out in August

Current CPP funding should be available thru 12/31/20 (pending action by city council)

NCR proposing to keep NRP funds in perpetuity (until all spent??)

City Council plans to work on a 5-year budget this year

### **Comments on Option #1**

- Non Starter
- Hardship for everyone, including tier 3 neighborhoods, have to help tiers 1 or 2 and may not have the means/training etc. to do so
- How does the pathway work?
- What is the oversight?
- Vague expectations
- All neighborhoods need to have the option of staff
- Flawed in its conception; city data is suspect and needs to be reexamined

### **Comments on Option #2**

- Diffuses neighborhood power and relevancy
- Grant funding – means all neighborhood orgs would need grant writers
- Grants – makes neighborhoods compete with each other.
- Better coordination at the city level is needed
- Have a Corps of Community Organizers that neighborhoods have access to as needed
- Need to keep Neighborhood independent –
  - o Each one has unique challenges and are best understand local needs
  - o More chance of engagement in small group rather than large groups. Newer people may be more inclined to join smaller orgs rather than larger regional orgs, can be intimidating
- There may be benefits to work together regarding development and shared issues
- There may be benefit for 2 or 3 smaller neighborhoods to pool resources – but District size too big (all of NE)
- Incentify pooling or combining, not penalize
- No to district council model; we had this before/patronage; even if elected, hard to be heard in larger configuration and get neighborhood's needs addressed when competing with other neighborhoods.

### **Comments on Option #3**

- It works.
- Funding model is equitable
- Preserves autonomy for small neighborhoods
- All neighborhoods need staffing to be effective
- Hard for Northeast neighborhoods to qualify for grants based on what grant makers currently funding.  
There should be a registry of Non-Profits, service areas per neighborhood and citywide
- Provides a base level of funding
- Need to add food & fun
- Failing in some aspects but is it enough to dismantle? Or can we tweak the edges
- Seems fair in theory but need to keep the "whole boat" healthy so need to fund even healthy neighborhoods - the "decubitus ulcer" theory - maintain the healthy fringe or inside won't heal

### **Option #4 – IDEAS**

- Need to be able to pay for food
- Need to have flexibility & autonomy
- Sharing funding for joint projects has been hard to do, this should be easier. You want us to collaborate and then make it difficult
- NCEC should be eliminated
- Every neighborhood should have a minimum amount available for staff
- No penalties for being fiscal responsible (eliminate NRP spending thresholds)
- There should be an Ombudsman/Navigator of community groups at the city level available to neighborhoods.
- There needs to be more review time for city actions, proposals
- Give neighborhoods more power
- Stick to the metrics for setting funding (if neighborhoods overspend their budget, don't give them more)
- Put NRP in a lockbox (elected can't touch)
- CPP \$\$ is not enough for projects – like NRP did. It's just maintenance
- We need clear expectations from the City
- We need to define our expectations of the City
- We need consistent answers from NCR staff
- What is the city's definition of engagement? How will it be measured
- Is doorknocking/outreach just a way to 'sell' the city?
- Need better point person at NCR to assist neighborhoods but avoid too many layers - we need tools to help but don't want to put our power onto someone else
- Let city know it can't use cookie-cutter approach; NE is not Phillips, for example.
- Need more involvement from city planners and clear, timely communication.
- We should define work groups, not city.
  
- *NCR services are disjointed, unclear (not promoted well)*
- *Neigh Orgs need more resources so new/old/ board members can feel ready, useful and doing meaningful work (board trainings, effective meetings, how the city/system works)*
  
- *Set \$\$ amounts for different possible services neighborhoods can choose to provide:  
Website, newsletter, translation, activities*

### **Work Teams**

- More volunteer time, board members & volunteers already put in tons of time
- Expecting more volunteer time is exclusionary
- How real is this request? Is it just to create a perception of support to show to the council?
- Will participating be portrayed as support no matter what the actual input is?
- We need to create our own destiny and set our own agenda
- We need to tell the city what we want

**ADDED TOPICS (not discussed, but items to be considered)**

Pages 4-7 have several Action Items that bear review and comment as well.

**Page 6: Grant funds beyond the Neighborhood Revitalization Program and Community Participation Program**

This section recommends additional grant funding “available to Neighborhood Organizations and Non Profit Community groups. The current funds are the Community Innovation Fund (\$300,000) and the One Minneapolis Fund (\$182,000) under the NCR (NCEC actually reviews and recommends recipients.) It appears that NCR is recommending changing up the funding programs. If this means beefing up the discretionary funding programs to a more significant level, it may mean reducing overall CPP funding (presumably across the board).

Our letter/proposal should cover this issue. I think the new funding programs are good but that should be additional funds not reduce current CPP funding levels.

April 30, 2018

TO: NCR and 2020 Roadmap Subcommittee

RE: Role of neighborhood organizations

The Saint Anthony West Neighborhood Organization (STAWNO) has been operating as a neighborhood organization to advocate for and improve our community since the 1960s. As residents of this neighborhood, we are in a unique position to see, understand, and address the needs of our community.

City financing has been critical to our work and programming. We need a commitment from NCR and the City that there will be certainty of ongoing tax dollar financing. Our track record proves that we have used these funds in an effective and efficient manner to the benefit of all of our neighbors.

Historically, STAWNO has used these funds for valuable projects that improve the lives of our residents and the surrounding communities. Project examples include:

- Invested over \$1.6 million dollars in housing through loan/grant programs
- Developed our vital small area plan through a comprehensive community engagement process
- Staffed summer programs at Dickman Park, serving over 6000 residents
- Supported health and a sense of community through the NE Farmers Market
- Partnered with Public Works, Parks, and the State to improve the physical environment by dealing with traffic, replacement of playground equipment at Dickman Park, installation of a raingarden along a six block stretch of Main St NE, and protection of our tree canopy by treating trees for emerald ash borer.

It is clear in the draft 2020 Roadmap that NCR is committed to insuring that neighborhood boards support all of the residents of their neighborhoods. We appreciate that NCR has identified the importance of neighborhood support. STAWNO is proud of its tradition of supporting and serving the needs of all the members of our community. However, the financing proposals (both the pooled services model and impact assessment model) will create roadblocks to access funding and complete the projects that we know will best serve our area.

Our projects are to the benefit of our whole community; we strive to invite all residents to join us. STAWNO has historically:

- Sent mailers to ALL residents in several languages
- Provided email communication and posted online
- Offered park entertainment in Spanish
- Presented the Oromo dancers at a community event
- Brought community forums to the park
- Created multiple language signage for park events

Turnover on the STAWNO board averages between 25-30% of members per year. We value the new perspectives and ideas each person brings to the table. We strive to reflect the age, renter/homeowner, and cultural diversity of our area, and are committed to supporting ALL of our residents. In addition, board members annually volunteer hundreds of hours to make possible STAWNO programs and other community events. We invite the NCR to help us be more effective in these efforts while maintaining our independence as a board and maintaining our staff.

Thank you for receiving our comments. STAWNO looks forward to continuing this conversation with the NCR and the City.

St. Anthony West Neighborhood Organization  
[neighbors@stawno.org](mailto:neighbors@stawno.org)



MARCY  
HOLMES

HISTORIC NEIGHBORHOOD

MHNA  
500 8th Avenue SE  
Minneapolis, MN 55414

marcy-holmes.org  
612.623.7633

April 19, 2018

Mr. David Rubedor, Director, NCR  
Mr, Nick Cichowicz, Chair, NCEC  
Mr. Marcus Mills, District 4 Commissioner, NCEC

**Re: Marcy-Holmes Neighborhood Association Feedback on Neighborhoods 2020 Roadmap**

Gentlemen:

The Board of Directors of the Marcy-Holmes Neighborhood Association has reviewed the Neighborhoods 2020 Roadmap. Our feedback can be summarized in the following points:

- The Roadmap fails to address a critical point: what is the **role of neighborhood associations** in the future? While there is a theoretical answer to that question, practically the compact between the City and neighborhoods like ours is being eroded by repeatedly ignoring neighborhood input.
- While we support the effort to increase **inclusiveness and diversity** in general, we have major concerns about the suggestion to do so by enforcing arbitrary requirements on neighborhoods.
- There are positive **recommendations in the Roadmap that we can support**:
  - streamlining bureaucracy;
  - linking outcomes to support;
  - emphasizing leadership development; focus on technology support
  - maintaining NRP funding (though that presents some inequities);
- We are reluctant to support any of the three Neighborhood Program Options as presented. **Form should follow function**, and until the future role of neighborhoods is explored in greater depth, choosing a structure to support that role is premature. Once that is clarified, NCR and NCEC should be more creative in generating “out-of-the-box” options, as neither of the two new options presented represents a significant improvement over Option 3, the current system.

Further explanation of each of our feedback points follows.

**Role of Neighborhood Associations**

How neighborhoods operate and how the City supports them rests on a set of assumptions about the role of neighborhoods. Is it primarily to foster social and community cohesion, improve the landscape, or put on community events? Or does it extend to helping form policies related to livability and vitality of neighborhoods, and providing input that is valued into proposals for development, streetscapes,



safety, etc.? If the latter, then the frequent disregard of small area plans, zoning regulations, overlays, and historic districts by commissions, committees and even the City Council demonstrate how little neighborhoods' efforts—by volunteer involvement by residents who care about the City—are valued.

Though reforming the operational requirements and support structures for neighborhoods is overdue, it is being done without considering the role the City really wants neighborhoods to play. We should use the opportunity to put greater cohesion into the neighborhood-City relations.

### **Inclusiveness and Diversity**

Inclusiveness and diversity are worthy goals. At the same, the Roadmap should provide greater flexibility in how those are to be achieved. There is an overemphasis on boards of directors' composition and a lack of focus on the degree of engagement a neighborhood achieves. The directions and criteria implied in the Roadmap ignore the realities and dynamics of today's voluntarism, where short-term engagement in projects is the trend, while meeting structures that require commitment to regular, monthly sessions are less and less attractive to families with children, younger residents, and those with shorter-term residency plans. This is a particular challenge in neighborhoods surrounding the University; the plan needs to recognize the differences in neighborhoods better and focus on measuring what is feasible and really matters: participation in events and discussing issues, not governance structures.

### **What we Support**

As noted above, four areas deserve, we believe, special attention and would earn our support:

- streamlining bureaucracy;
- linking outcomes to support;
- emphasizing leadership development; focus on technology support
- maintaining NRP funding (though that presents some inequities);

Two of these—linking outcomes to support and building capacity through leadership training and technology—are sound management practices. NRP funding is critical to underwrite substantial projects to improve neighborhoods' livability and vitality—though those of us who have been able to spend that funding wisely will now be “punished” unless there is another similar program put in place, while those who ignored the deadlines and were less innovative now have proportionally more funds to spend in the future. Streamlining bureaucracy is very high on our lists, for reasons explained below.

### **Neighborhood Program Options**

Option 1, creating tiered organizations, lacks the flexibility to respond to the diversity of neighborhoods that exists. It is also unclear what the fair criteria would be, even if applied by an outside evaluator.

Option 3, continuing the current system, may prove in the end to be the best alternative unless a substantially better option can be developed.

Option 2, centralizing administrative functions, does not, as written, represent a sufficient improvement. One reason the administrative workload is so high is the degree of bureaucracy the NCR has developed over time; it is nearly impossible to decipher the requirements for various programs, get information on current status of accounts, etc. That causes a dependency on NCR staff (and hence more NCR and neighborhood staff costs). We have little faith that increasing NCR involvement and blurring the lines between neighborhood and City work (as noted in the paper) would represent progress.

To our earlier point, we need to be much clearer and more granular in the role of neighborhoods in the future. Once that is done, we encourage NCR and NCEC to do more out-of-the-box thinking. As reducing

bureaucracy while increasing leadership support is a worthy goal, we could see a variant of Option 2 where the administrative work is outsourced to a third party—there are quite a few well-regarded services for not-for-profits. Concurrently the opaque regulations that require so much interpretation could be reduced by a full-force effort of reform. We have even discussed whether NCR is a help or hinderance to our connection to the City decision-makers, as much of our work is with our Councilmembers—perhaps they should have more staff to stay in touch with neighborhoods, and NCR streamline itself to allow for that to happen.

We look forward to the next draft of the Roadmap and the period of comment preceding any decisions by the City Council.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Stableski". The signature is fluid and cursive, with a long horizontal stroke at the end.

Robert Stableski  
MHNA President

Cc: Councilmember Steve Fletcher

## East Calhoun Community Organization



April 30, 2018

Mr. David Rubedor  
City of Minneapolis  
Neighborhood and Community Relations  
105 First Ave S, Room 425  
Minneapolis, MN 55415

Re: Neighborhoods 2020 Roadmap draft

Dear Mr. Rubedor:

The East Calhoun Community Organization (ECCO) board respectfully submits the following feedback on the draft of the Neighborhoods 2020 Roadmap.

Sincerely,

A handwritten signature in black ink that reads 'Ralph Knox'.

Ralph Knox  
President, East Calhoun Community Organization

cc: Council President Lisa Bender

Enclosure

## **Comments from the ECCO Board Neighborhoods 2020 Roadmap**

### **Framework**

Add the following to the bullet points under Core City Services Neighborhood Organizations Provide:

- It is important to recognize that neighborhood organizations are independent non-profit organizations that operate independently from, but in cooperation with, the City of Minneapolis.
- Neighborhoods create a sense of place and belonging to a community that goes deeper than simply identifying as a resident of the city.
- Add this sentence to the third bullet point:  
Neighborhood organizations have closer connections with their residents and help communicate City issues and initiatives to citizens in a more direct manner.

### **Value Statements**

The ECCO Board concurs that the City and stakeholders benefit from the work of neighborhood organizations and supports the value statements.

### **Timeline**

Provide more details about the process for establishing the work teams. Will neighborhoods have an opportunity to provide volunteers to serve on the work teams?

### **Recommendations**

ECCO supports the continued the use of NRP funds into perpetuity as neighborhoods are making good use of these funds and undertaking regular updates to their plans.

Note: please review the accuracy of the percentages of Phase I and II, spent vs. contracted. It seems logical that the percentages of contracted should be higher than percentages of spent.

ECCO proposes a change to the Action Item of an annual check-in and review of NRP Fund Expenditures to every-other-year (a yearly check-in is too labor-intensive for NCR and smaller neighborhoods).

Be more explicit about the Action Item that NCR recommends some changes to how neighborhood organizations recruit and retain board members. Will NCR provide training on how to diversify neighborhood boards? Diversity needs to be measured based on the demographics of each specific neighborhood not as a comparison to the demographics of the City as a whole.

Regarding the recommendation to reform the exiting governance structure for neighborhood programs: the NRP Policy Board and NCEC serve two different functions and should not be merged. The purpose of the NRP Policy Board is to oversee NRP dollars. The NCEC is an advisory group. ECCO does not support having “at large” seats. Representatives need to be more accountable to constituents in specific geographic areas of the city.

*continued*

NCR should provide training to neighborhood organizations and share success stories about how the City has made progress on diversifying appointed boards and commissions.

**Option #1 – Impact Assessment Model**

How would independent, nonprofit organizations fit into a tiered model? The levels outlined in the roadmap do not accurately reflect some existing neighborhood organizations. ECCO does not fit into any of the stated levels. Fiduciary certification should not be a factor in determining the levels.

We believe there is a typo on the Pros, third bullet – Level I and II organizations could provide administrative oversight for smaller neighborhood organizations. We suspect the intention here is to have Level II and III provide oversight.

**Option #2 – Pooled Services Model**

The Neighborhoods 2020 Roadmap is recommending to continue the use of NRP funds into perpetuity. NRP funds are currently assigned based on neighborhood organizations. The Roadmap does not address how NRP funds would be used by neighborhood organizations under the Pooled Services Model; this seems problematic.

**Option #3 – CPP Model**

ECCO supports continuing this model. Neighborhood boards are independent nonprofit organizations and separate from the City.

ECCO recommends exploring the possibility of resurrecting a past initiative, Planning District Citizen Advisory Committees, to increase partnerships within a geographic area with shared issues and opportunities.

*Beltrami*

Jax Benjamin  
BNC Board Chair  
300 Block of Lincoln Street NE

1. Goal to recruit and retain a diverse neighborhood council. How will the City and NCR streamline grant funding for this? Will they be working with each neighborhood individually on these recruitment efforts or will they expect neighborhoods to do this on their own?
2. Adding 8 at-large members to NRP Policy board: Will there be geographic boundaries?
3. Three tier system. Concerns about this: Only a handful of neighborhoods currently meet the tier 3 model. How do you expect the 70 other neighborhoods to begin to organize to this level? Will all of the Tier I and II neighborhoods have to partner with the handful of Tier III neighborhoods? Wouldn't this put a lot of strain on those Tier III neighborhoods?

*Beltrami*

James Granse  
BNC Board Member  
600 Block of Pierce Street NE

Questions/Comments

**Page 7**

Paragraph 3 - "The guidelines place priority on collaborations..." What sort of collaborations?

Paragraph 3 - "...the only requirement is that they support a City Goal." Please define what a "City Goal" is and how they are determined.

(Needs to be more information in this document about CIF and One Minneapolis for those who have not interacted with those funding streams before.)

Group A/B Funding - Can these groups be combined?

Funding, Program Guidelines and NCR - "This work will include policy makers..." - Who will these policy makers be? How many? How are they selected and how will they make decisions?"

Paragraph 9 - "The total funds needed for Neighborhood and Community Engagement staff and programming will be approximately 6 million per year to maintain the current level of service..." Neighborhood staffing needs to be a priority. Staff greatly increase neighborhood capacity to administer programs, provide services, and put on events.

**Page 10 - Option #1 - Impact Assessment Model**

First impression is that the goal of this option would be to eliminate/merge organizations.

Paragraph 1 - "Third party source" - need more information on who would be assessing the organizations. This is a very vague statement currently.

Level III - What sort of outside funds do you foresee being available to neighborhood orgs, especially smaller orgs?

Overall, this tier system presents a potential for some organizations being favored over others. Is that intentional?

Pros - "increase mentorship between higher capacity groups and smaller capacity groups." Will this be mandatory so that smaller orgs/communities still receive some benefits?

"Level I and Level II Organization could provide administrative oversight for the smaller neighborhood organizations..." Do you mean Level III and Level III could provide oversight for Level I? Typo?

"Increases opportunities for more partnerships with cultural orgs and larger non-profit CBOs."  
How?

**Option #2 - Pooled Services Model**

"...funded at a capacity base level and for what they feel is possible to accomplish..." This is the second time the word "feel" has been used. This word seems too open to interpretation. Is there a certain assessment model that organizations would use to assess their capacity?

Who would administer the funds in this model?

**Option #2 - CPP Model**

Having worked with this system, it would be easier to start with this model and make it better by changing the things that don't work well. For example: Currently the financing aspect (contracts, City processes for funding) are somewhat difficult for a volunteer board to navigate. This is exclusionary and an easier funding system would make it less so.





April 30, 2018

David Rubedor  
Neighborhood and Community Relations  
City of Minneapolis  
105 Fifth St. - Room 425  
Minneapolis MN 55401

Dear Mr. Rubedor:

The Cedar-Isles-Dean Neighborhood Association (CIDNA) appreciates the opportunity to comment on the draft document: *Neighborhoods 2020 Roadmap - A guide for conversation*.

Neighborhood organizations are poised to identify community assets, assess threats and stressors, and build community cohesion. In the case of CIDNA, it is organized for the purposes of:

- promoting cooperation among its members;
- ensuring its members a voice in civic affairs affecting the community;
- developing a sense of individual involvement in the community;
- maintaining and improving the physical, social and cultural environment of the neighborhood;
- acting as a contact between the neighborhood and other agencies;
- reviewing, studying and making recommendations regarding issues of concern affecting the neighborhood and area

Neighborhood organizations are a vital asset to the residents of Minneapolis. With that in mind, CIDNA respectfully submits the enclosed comments to further the conversation on the Neighborhoods 2020 Roadmap. We look forward to being involved with next steps in developing a plan to support the sustainability of neighborhood-based engagement.

Sincerely,

Amanda Vallone  
Interim Chair, CIDNA Board  
P.O. Box 16270  
St. Louis Park, MN 55416

cc: Council Member Lisa Goodman



## **Relevance of Minneapolis Neighborhood Organizations**

The Cedar-Isles-Dean Neighborhood Association (CIDNA) and other neighborhood organizations were bolstered by Neighborhood Revitalization Program (NRP), which was established by the City of Minneapolis in 1991. The NRP was a response to the decline of Minneapolis, which included the degradation of housing stock, crime increase, failing schools, and apparent blight.<sup>1</sup> Additionally suburban flight and poverty increase were a concern for the City of Minneapolis. Specifically, the loss of 14 percent of Minneapolis's population occurred during the 1970s and the number of people in high poverty census tracts tripled during the 1980s. A survey of Minneapolis residents conducted in 1986 showed a fear of deterioration of residential environments and an increase in people wanting to leave the city.<sup>2</sup> The NRP provided a formal construct for citizen participation in community development for the purpose of improving the quality or livability of residential neighborhoods and to stimulate resident participation in their communities.

Public critics claim neighborhood organizations to be protective of housing stock and neighborhood community connectivity. Yet it should not be a surprise as this was the charter given to neighborhood organizations by the City and continues to be important to the health of Minneapolis and Hennepin County. Further the Neighborhoods 2020 Roadmap (Roadmap) and its supporting documents such as the Biko Report identify some deficiencies with neighborhood organizations' programming and the demographic representation of neighborhood organizations' leadership team - yet in the main neighborhood organizations have operated with integrity and in a manner that has supported the comeback and stability of neighborhood housing stock along with community livability and cohesion.

Neighborhood organizations evolve and are often on the leading edge of community issues such as pedestrian safety, transportation concerns, and green space preservation and enhancement. In the case of pedestrian safety, CIDNA adopted this as a neighborhood priority in 2010 which was well in advance of the Vision Zero Minneapolis<sup>3</sup> policy, adopted in September 2017, which aims to eliminate fatalities and serious injuries resulting from crashes on city streets. Further neighborhood organizations have a history spanning decades of investing community funds to support the Minneapolis Park and Recreation Board (MPRB) regional and neighborhood parks. In the case of Minneapolis neighborhood parks, the City of Minneapolis and MPRB joined forces in 2016 to establish a plan to fund maintenance and improvements for neighborhood parks over the next 20 years.<sup>4</sup>

Additional opportunities exist for communities to benefit from neighborhood organizations as they have not been adequately utilized to support community responses and resiliency when facing catastrophes such as weather related incidents, chemical spills, fires, and other community traumas. Providing support and training to neighborhood organizations and their membership, including evacuation planning, is relevant to community emergency preparedness as described by the Sendai Framework.<sup>5</sup> Additionally neighborhood organizations have not been engaged to address public health concerns associated with urban life including noise/vibrations, light pollution, and air quality.

As in times past, the City of Minneapolis views itself in transition. Improvement in city communications, trainings and staff support can serve to equalize the efficacy of neighborhood organizations throughout the Minneapolis community. Initiatives must be transparent and garner broad support as opposed to special interest driven initiatives. Neighborhood organizations can and will continue to play a vital role to facilitate resident supported priorities and to gain synergies with other community/cultural organizations and governmental units. Neighborhood organizations serve as a funnel for resident members' concerns, provide a platform for collaborating with other community organizations, and interface with the City and other governmental units. While not all members will agree on all issues, neighborhood organizations can provide a forum and a process to reach consensus. Where there is difference there need not be division.



## CIDNA's Proposition for the Future of Neighborhood Organizations

### Structure, Community Engagement and Staffing:

- CIDNA **supports the continuation of autonomous neighborhood associations (i.e., Option #3)** with the continuation of the Community Participation Program (CPP) funding model coupled with purchase of pooled services such as insurance, legal, accounting, etc. as outlined in Option #2.
- CIDNA agrees with the City of Minneapolis that **neighborhood organizations are a vital link to the civic and community life of the City**. Neighborhood organizations are also in a unique position to identify local issues and opportunities in their communities and mobilize local resources. (Neighborhoods 2020 Roadmap, p.15). Connecting over a sense of place creates strong bonds, and neighborhood organizations are in the best position to engage residents on the local level.
- The City has 70 neighborhood organizations, each representing approximately 5700 residents. For historic, geographic and other reasons, the character and needs of these 70 neighborhoods vary considerably. **Neighborhood organizations are positioned to "serve communities that are demographically unique and face very different challenges."** (Roadmap, p. 15)
- Grouping neighborhood into districts is not helpful to residents as it would reduce their opportunity for participation in the system and increase the complexity for volunteer leaders. While St. Paul is organized around a system of 17 district councils, Minneapolis has considered the district model, ultimately concluding that a system of more numerous **neighborhood organizations, each representing a far smaller number of residents, created a stronger sense of community and more opportunity for civic engagement**. Further there is nothing prohibiting neighborhood organizations from collaborating on projects now. Efforts to foster collaboration between neighborhood organizations should continue. The idea of "sister" neighborhood organizations with support from City staff could go a long way in sharing lessons learned, increasing cultural sensitivity and improving sense of City wide community.
- The 70 neighborhood associations offer **individuals of different backgrounds the opportunity to coalesce around a shared geographic community**. Cultural, affinity and single-issue groups can all play a role in representing the needs and aspirations of smaller groups of residents within a given neighborhood, or of larger groups of residents that span multiple neighborhoods. **Neighborhood organizations are an indispensable part of the mix and are best able to take both the broad view and the long view for their residents to ensure that different does not mean divided**.
- CIDNA concurs with the listed **benefits of pooled resources in Option #2**. CIDNA has experienced the benefits and look forward to **continued access to the city's resources**, such as insurance, legal and accounting advice, training labs and knowledge transfer, and direction on policy and procedure. We appreciate the timely and well-informed help from the NCR Department.
- In addition to pooled services being offered by the City, **neighborhood organizations can share a Coordinator**. CIDNA and East Calhoun Community Organization (ECCO) have shared a paid staff Coordinator for several years, an arrangement that has been successful for CIDNA, ECCO and the City. A training program to develop additional Coordinators would be beneficial to support neighborhood organizations that do not have a paid staff person.



- While respecting the knowledge and responsiveness of our NCEC Commissioner when he has been called upon, we feel that the **role of the commissioners is poorly defined**. We support strengthening and clarifying their role and extending that information to the neighborhoods.
- CIDNA supports the recommendations in the Biko Report that indicate a need for **more neighborhood specialists and NCR engagement** in the field.
- CIDNA requests that NCR staff create and provide an **organizational chart** that shows how the City departments and boards (such as NCEC) relate to each other and the areas over which they have influence.
- CIDNA requests that NCR staff distribute a **roster of contact information** for all 70 neighborhood associations to facilitate communication among the groups.

#### **Funding & Accountability/Oversight:**

- CIDNA supports the NCR recommendation of **“continuing the use of NRP funds into perpetuity** as neighborhoods are making good use of these funds and undertaking regular updates to their plans.” (Neighborhoods 2020 Roadmap, pg. 6)
- CIDNA proposes a change to the Action Item of an annual check-in and **review of NRP Fund Expenditures (pg. 6) to an every-other-year check-in**. A yearly schedule is too labor-intensive for NCR and smaller neighborhoods.
- Overall, **neighborhood associations have been good stewards of NRP funds and CPP funding**. Expenditures are critically evaluated prior distribution by the City. If this process is to change, a fiduciary certification may be advisable. Further explanation and implications of directly issuing grants to organizations is needed.
- NRP and CPP were structured with a formula for calculating neighborhood funding based on a set of factors. While CIDNA is on the lower end of dollars received under the formula for both programs, we believe that the formula is an equitable way of allocating funds. We **support the continuation of a minimum allocation to support the hiring of a neighborhood coordinator**, as has been the case with CPP in recent years.
- The current annual funding for CPP (\$4.1 million) represents 0.0028% of the City’s \$1.4 billion annual budget. **CIDNA proposes that the value neighborhoods provide to the City more than offsets the very minimal fraction of the City budget that CPP funding represents**. The Roadmap points out that neighborhood organizations provide “thousands of volunteers with an annual value to the City of over \$1.9 million dollars” (Neighborhoods 2020 Roadmap, p.3) – this is above the value of services garnered with the \$4.1 annual CPP budget.



## Reflection on the Roadmap Critical Issues

- **Neighborhoods are already addressing Roadmap Critical Issues** - CIDNA has supported affordable housing by extending a loan, using NRP funds, to Propel Nonprofits, an organization that supports affordable housing projects, and we provided a grant to the *Bridge for Youth* to provide housing for homeless youth.
- CIDNA sees the **value in distinguishing between critical issues that call for specifically designed and funded efforts and critical issues that arise from social forces inherent in our communities** and which are addressed within the natural course of our increasingly diverse society learning to live together.
- Based on our current capacity and funding, **CIDNA will be challenged to marshal significant amounts of time and money on our own for efforts that may be required to address many of the critical issues in the Roadmap.** We are also compelled to state that, while the Roadmap places special emphasis on these critical issues, there is a notable absence of information about what the neighborhoods can expect from the city regarding its role in addressing them and **how the community was engaged to define the critical issues.** CIDNA has not been asked to participate in any such process.
- As capacity allows, CIDNA will work to address the city-wide critical issues listed in the Roadmap. By the same token, we feel strongly that the city needs to recognize and respect that many neighborhoods, including CIDNA, have identified critical issues of our own. **We would like to see more city support of efforts at the neighborhood level to address these neighborhood-identified critical issues.**

By way of example: *at one of the 2020 forums held with NCR leadership, a representative from CIDNA questioned the city's seeming lack of interest in issues identified as of critical importance in our neighborhood, such as the harm that will be caused to this neighborhood by the Kenilworth Corridor co-location of freight and light rail and the surge of new development with its concomitant traffic issues. The response was, "Yes, it's a neighborhood in transition." The Roadmap directs us to address the issues that the city has designated as critical, while the city seems to expect the residents of CIDNA to just learn to live with our "transitional" and strongly articulated neighborhood concerns.*

*The development of critical issues should not create winners or losers but should serve to benefit all and provide opportunity of cultural healing and reconciliation. Additionally, the prioritized critical issues should not put profit motives ahead of the good of community residents.*

## Consideration of the Blueprint for Equitable Engagement

The importance of neighborhood organizations is eloquently stated in the Blueprint<sup>6</sup>, pages 6 and 7:

*Neighborhood organizations are an asset to the City. In addition to the project-based work carried out over the past two decades through the Neighborhood Revitalization Program (NRP), neighborhood organizations are an increasingly integral part of the City's engagement efforts. To be effective in this work, the City and neighborhood organizations must work in partnership to enhance engagement and employ strategies that connect diverse residents with each other and with City efforts. We recognize that no two neighborhoods*



*have the same demographic profile, and that not all strategies will be appropriate in all neighborhoods. We also recognize that neighborhood organizations are in a unique position to identify local issues, opportunities, and to mobilize local resources.*

- Currently the 12-member CIDNA Board is comprised of 33% renters, compared to the overall CIDNA total of 44% renters. All CIDNA members are welcome to join the board and concentrated effort has been made to recruit renters to volunteer. **The modern day work and family demands often impede community participation and volunteerism at a leadership level.**
- The 2016 Compass<sup>7</sup> demographic data for CIDNA indicates 89% white and 2% Hispanic. With the help of city resources dedicated to Critical Issues, **CIDNA strives to include representation from the full scope of neighborhood's residential and commercial makeup**, and to broaden our communication outreach.
- The CIDNA Board is **seeking ways to collaborate with other neighborhoods**, particularly where we can bridge a cultural divide, on projects of similar interest and gain. Support from City staff to achieve this would be welcomed.
- CIDNA and other neighborhood associations already work with cultural organizations, affinity groups, human services non-profits, and governmental units. CIDNA aims to **deepen these community relationships and would like to see NCR engage in helping to facilitate this process.**
- CIDNA is interested in learning how Neighborhoods 2020 will address changes (i.e., turn-over) in cultural organizations and neighborhood leadership. **Relevant trainings need to be offered throughout the year to allow engagement of new leaders and volunteers.**

### **Follow-up Questions**

- The Roadmap does not address whether NCEC and NCR will continue to exist or if another city resource will be developed to provide trainings, communications, support and oversight to neighborhood associations beyond 2019. **What city resources and structures are envisioned for the support of neighborhood organizations?**
- NRP funding likely will not be fully distributed by 2020 – **how will the city provide oversight to this program until the funds are drawn down by neighborhood organizations? What happens to NRP Phase II funds that are not allocated due to lack of a neighborhood Phase II plan being submitted?**
- Based on review of articles of organization and by-laws, CIDNA and other neighborhood organizations are independent 501(c)(3) entities much like certain cultural organizations in Minneapolis. **How can the City assist in helping neighborhood organizations gain access to available grant funding including the Community Improvement Fund, the Metropolitan Council grant funding, etc. in the manner that many cultural organizations receive at large grant funds?**
- **How can the City improve constituent communications?** The City's official newspaper for public announcements is Finance & Commerce, which requires a subscription and is behind an online pay-wall. Further not all constituents have ready access to internet services and do not receive notifications posted to Nextdoor.



## **CIDNA - A Case for Ongoing Engagement of Neighborhood Associations**

All CIDNA Board meetings and committee meetings are open to the full CIDNA membership. Meeting times and locations are posted on the CIDNA website and published in the Hill & Lake Press which is distributed to residences, both owned and rented, in the CIDNA geography and other adjacent neighborhoods. At least once a year, a postcard notice is sent to each residence within the CIDNA geography promoting opportunities to volunteer and to get involved. Guided by membership input through surveys and direct dialogue, CIDNA successfully activates neighbors to work toward goals that support the livability of their neighborhood. Neighborhood priorities have emerged for Housing, Community Building, Neighborhood Safety, and Environment<sup>8</sup>.

CIDNA has worked independently as well as partnered with other neighborhood associations and local non-profit organizations to deploy NRP and CPP funds for issues and projects that improve neighborhood livability and align with City goals. Examples of CIDNA projects to support and improve our neighborhood and community at large include:

### **Housing and Land Use:**

- During NRP Phase II, CIDNA evaluated neighborhood housing issues and determined that the housing and rental stock within the neighborhood is generally stable and in good repair. Given this situation, it was determined that the best initiative for the limited CIDNA housing funds was **to issue a loan to Propel Nonprofits to support affordable housing projects in Minneapolis.**
- CIDNA along with six other neighborhood associations **issued a grant to the *Bridge for Youth* to open an intentional community** for those between the ages of 18-21 who are homeless or at a high risk for homelessness.
- CIDNA Land Use Committee **engages collaboratively with developers/architects and communicates with the City's Planning Department to increase density along West Lake Street.** The efforts are conducted in a manner that respects neighborhood livability and promotes safe, quality and sustainable construction.
- CIDNA board works with residents and City Hall on variance requests. CIDNA continues its collaboration with the City to **improve the livability of our area while respecting property rights of owners and concerns of neighbors.** Property owners, including landlords, have made a substantial investment in the community, as was one of the initial goals of NRP. Careful consideration of impacted stakeholders and a transparent and fair process is observed when evaluating variance requests.
- The CIDNA board has been deeply involved for over 30 years with the proposed Southwest Light Rail Transit project, whose proposed Kenilworth Corridor alignment will bi-sect the neighborhood. (See "Light rail transit through neighborhood is temporarily derailed," Hill & Lake Press, October 1984.) Since 2013, when co-location of freight rail and commuter light-rail trains was announced, the **CIDNA board has advocated strongly for the safety of residents, the livability of their homes, and the cohesion of the neighborhood.**
- CIDNA worked with other neighborhood associations and community environmentalists to **implement the Shore Land Overlay District<sup>9</sup>.** This code serves to preserve, protect, and enhance the use of and



access to the unique natural assets of the Minneapolis lakes and shoreline for the enjoyment of all city residents and regional visitors. As requested, CIDNA represents the interest of the neighborhood community stakeholders in balance with the desire for aggressive development of green space and air rights.

- The CIDNA board helped to **facilitate community awareness** of the Metropolitan Council Environmental Services (MCES) Hopkins - St. Louis Park Regional Sanitary Sewer Improvements project, along with supporting a MCES easement on MPRB property and assisting membership with property issues. While this sewer project does not serve Minneapolis residents and was disruptive to the CIDNA membership, it was a necessary infrastructure project to support the development of numerous new apartment buildings along the Hopkins – St. Louis Park corridor. The new sewer line goes through the heart of the neighborhood and the construction project lasted from 2012-2014 causing disruption to traffic flow, property damage and the temporary closing of a popular neighborhood park. CIDNA worked with MCES and the Minneapolis Park and Recreation Board (MPRB) to transform the MPRB Park Siding Park's playground after MCES used the park and its playground as a staging area for the project. Additionally CIDNA supported residents to gain restitution from the Metropolitan Council for collateral damage caused to private property during the construction.

#### **Community Building:**

- CIDNA conducts its business at board and committee meetings, which are open to all CIDNA residents. **Notifications and reports on these meetings are conveyed to membership via our e-newsletter, postcard mailings, publications in the community newspaper the Hill & Lake Press, and postings on the CIDNA website.** All CIDNA residents are encouraged to participate on the Board and committees via postcard mailings and call for volunteers in the Hill & Lake Press.
- Opportunities to **deepen community connectivity** are provided at events such as the Fall Festival, the Annual Membership Meeting, the CIDNA Speaker Series, and numerous board-sponsored neighborhood activity events.
- CIDNA **collaborates with other neighborhood groups** to co-sponsor events such as the annual ice-skating party, candidate forums during election years, and an annual wine-tasting fundraiser that has been held for over 30 years. In 2017 CIDNA and several other neighborhoods pooled resources to update the 20-year-old warming house on Lake of the Isles, which is used by city and regional residents.
- CIDNA considers the **Jones-Harrison Residence (JHR), a senior living community, a neighborhood asset and partner.** Specifically JHR offers community meeting space for CIDNA board meetings, annual meetings and special events. This is especially helpful to CIDNA, as CIDNA does not have a neighborhood school or MPRB Recreation Center. CIDNA includes JHR in special programming such as the May Day Basket event and Speaker Series.





### Neighborhood Safety:

- Historically **CIDNA has cooperated with the Fifth Precinct Crime Prevention Specialist** in recruiting block captains and in participation with quarterly meetings or special events. The Fifth Precinct has a new Crime Prevention Specialist who has been invited to present at the May 2018 Annual CIDNA Membership Meeting.
- CIDNA **elevated community concerns related to pedestrian traffic fatalities** at the intersection of Market Place and West Lake Street and the crossing at Dean Parkway and West Lake Street. The efforts resulted in a joint Pedestrian Safety Committee with WCNC. Engagement with city and county officials has resulted in traffic light modifications, including improved light timing and left turn control. CIDNA membership expresses that pedestrian safety and traffic flow will be an ongoing concern as population density increases and traffic complexities develop due to SWLRT construction and operation.
- As part of the road replacement associated with the MCES Hopkins-St. Louis Park Regional Sanitary Sewer Improvements project, CIDNA **successfully championed for the creation of a new pedestrian sidewalk and new bike lane** along Sunset Boulevard originating from Cedar Lake Parkway/Depot Street. This improvement allows for safer walking and biking on a busy thoroughfare that previously did not have a pedestrian walkway or dedicated bike lane.

### Environment:

- CIDNA has **funded major enhancements to neighborhood parks** such as playground equipment, outdoor ping-pong table, and community gardens.
- CIDNA actively recruits membership to **support annual Earth Day projects at Cedar Lake area.**
- The CIDNA board is proud of the success of **the long-term effort to rebuild Cedar Lake South Beach.** The grand re-opening will occur on July 19, 2018. Cedar Lake South Beach is a part of the Chain of Lakes Regional Park and is much used by CIDNA residents and visitors from the entire city and throughout the region. The first redesign concept was initiated by the neighborhood approximately 20 years ago. A neighborhood public engagement process was developed and followed to set priorities for the project. This collaboration with the MPRB has been funded by a combination of CIDNA's NRP dollars and Park Dedication Fees received from new apartment development in our neighborhood.
- For over 20 years, in collaboration with MPRB, the CIDNA board has sponsored a neighborhood-wide volunteer **gardening crew at Park Siding Park**, as well as a recently established **cleanup crew at Cedar Lake South Beach.**
- CIDNA members have a long history of **participating in Community Advisory Committees**, including, in recent years, the North Lake Calhoun Design Charrette, the Cedar Lake-Dean Parkway CAC, the Wirth Park Rehabilitation CAC, the Metro Transit Midtown Corridor Alternatives Analysis, and the Calhoun-Harriet Master Plan CAC.
- CIDNA has historically partnered with Metro Bloom to develop community **rain gardens and to provide pollinator friendly landscaping plans.**



## **Sources**

<sup>1</sup> Fagotto, Elena, and Archon Fung. "Empowered Participation in Urban Governance: The Minneapolis Neighborhood Revitalization Program." *International Journal of Urban and Regional Research* 30, no. 3 (2006): 638-655.

<sup>2</sup> Filner, Matthew F. "The Limits of Participatory Empowerment: Assessing the Minneapolis Neighborhood Revitalization Program." *State & Local Government Review* 38, no. 2 (2006): 67-77.

<sup>3</sup> Vision Zero Minneapolis  
<http://www.minneapolismn.gov/publicworks/TransportationPlanning/WCMSP-205002>

<sup>4</sup> 20-Year Neighborhood Park Plan  
[https://www.minneapolisparcs.org/about\\_us/budget\\_\\_financial/20-year\\_neighborhood\\_park\\_plan/](https://www.minneapolisparcs.org/about_us/budget__financial/20-year_neighborhood_park_plan/)

<sup>5</sup> Amina Aitsi-Selmi and Virginia Murray, "The Sendai framework: disaster risk reduction through a health lens" *Bulletin of World Health Organization*, Volume 96, No. 6 (June 2015)  
<http://www.who.int/bulletin/volumes/93/6/15-157362/en/>

<sup>6</sup> *Blue Print for Equitable Engagement* adopted by Minneapolis City Council (May 2016)  
<http://www.minneapolismn.gov/ncr/initiatives/EquitableEngagement>

<sup>7</sup> Minnesota Compass 2016  
<http://www.mncompass.org/profiles/neighborhoods/minneapolis/cedar-isles-dean>

<sup>8</sup> CIDNA NRP Phase II Plan  
<http://www.minneapolismn.gov/www/groups/public/@ncr/documents/webcontent/wcms1q-071432.pdf>

<sup>9</sup> Minnesota Code § 551.480 Height of Structure  
[http://minneapolis-mn.elaws.us/code/coor\\_apxid59747\\_title20\\_ch551\\_artvi\\_sec551.480](http://minneapolis-mn.elaws.us/code/coor_apxid59747_title20_ch551_artvi_sec551.480)

## Neighborhoods 2020 Information Session notes

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### March 29, 2018 Rev. Dr. Martin Luther King Park

NCR Director David Rubedor welcomed everyone, initiated a round of introductions, and provided an overview of the Neighborhoods 2020 process to date.

#### **Overview of the Neighborhoods 2020 Roadmap:**

- The current Community Participation Program (CPP) is funded by Tax Increment Finance (TIF) districts. These districts expire on December 31, 2019, with revenues from the districts being received through 2020.
- The current CPP will be funded through the end of 2020, with 2020 being a transition year.
- NRP funds will not be affected by Neighborhoods 2020 – and will continue to be available to neighborhoods still implementing their NRP plans.
- *This Roadmap is a “plan of the plan” – how we’ll get to decisions about neighborhood-based engagement programs in 2020 and beyond, and how people can be involved in this decision making process.*

#### **Timeline:**

- Comments on this draft Roadmap will be accepted through April 30.
- NCR will go to Council in May for adoption of the initial, general framework and funding commitment.
- Workgroups will be established later this spring to further develop recommendations in four keys areas:
  1. NCR Department – including how NCR should better serve neighborhoods, cultural communities, and the City enterprise?
  2. Neighborhood Programs - including funding, guidelines and implementation.
  3. Advisory Boards – focusing on how the Neighborhood and Community Engagement Commission (NCEC) and the NRP Policy Board should be reformed.
  4. Citywide Community Engagement Policy – as right now, City departments and neighborhoods engage with each other in an inconsistent fashion.
    - > The Workgroups will involve representatives from neighborhood groups, cultural communities, the NCEC, and City staff.
    - > Workgroups will do additional engagement in the community.
- There will still be time to shape the 2020 discussion – A second public comment period will be held in the fall of 2018.

- February 2019 – request Council approval of new program guidelines, advisory board redesign, and Citywide Community Engagement Policy.

**Key values:**

- Neighborhood groups provide a core City service – something that people need to be reminded of.
- It’s important to focus on engagement - and the diversity of our city needs to be reflected in this engagement.
- Multi-year funding is important in that it provides stability.

**Possible structural options:**

1. Impact Assessment Model
  - Allows neighborhood groups to self-determine size, scope of their work and be funded accordingly.
  - Could include partnerships with neighborhoods at different levels.
2. Pooled Services Model
  - Allows neighborhood groups to remain independent but shifts some administrative burdens to a shared outside vendor.
3. CPP Model
  - Continue current program as is.
4. New, to-be determined model – or a hybrid of those listed above.

**Greg Simbeck, NCR Interim Policy Specialist, added that:**

- Volunteers deserve to be thanked. The Roadmap is here because of you.
- We need to look for ways to bridge the gap between cultural communities and neighborhood groups.
- Nothing is a done deal. NCR wants to hear from everyone. There’s still a lot more to be done.

**Questions, comments, and responses:**

- The Roadmap includes lots of terms that aren’t defined. Examples include, “diversity”, “affordable housing”, and “equity”.
- A participant asked for a reiteration of the Workgroups to be established this spring (see Timeline, items 1-4 above)
- With the Impact Assessment Model, there’s some danger of inaccurate self-assessment. Some groups may not have the current capacity to carry out an accurate self-assessment. “It’s sort of like a grant proposal process in which high capacity organizations are skilled at writing grants and smaller organizations start with a competitive disadvantage.”
- The recognition that neighborhood groups provide core City services is important.
  - *Rubedor* – This is tied to the work of the Enterprise. City staff sometimes need to be reminded of all that neighborhood groups do – and that they shouldn’t be taken for granted.

- *Other comments* – The funds that neighborhood groups save the City (e.g. the value of thousands of volunteer hours) should be recognized. And, Neighborhood groups have come up with innovative ideas and solutions that may not have surfaced otherwise.
- With the Pooled Service Model, it should be made more clear who will be providing the services.
  - In Southwest Minneapolis, for example, three neighborhoods currently share a staff coordinator, and this has worked well for each of them individually
  - Some cautioned that it is important to strike a balance between enhancing the administrative effectiveness of organizations (i.e. through pooled services) and maintaining the autonomy and local focus of neighborhood groups.
  - A number of participants agreed that exploring some pooled services might be helpful – enabling volunteers to focus more on completing projects and engaging neighbors.
- One long-time neighborhood volunteer brought some historical context to the conversation, indicating that in the 1980s the City had a Planning District structure (coterminous to the City's current Community boundaries). The planning district councils included neighborhood residents, business and agency reps, etc.
- Some participants expressed a need for better clarity and support from the City on the role of neighborhood groups in working on issues related to diversity and equity – including ethnicity, race, gender, sexual orientation, disability, housing tenure, etc. Demographics vary by neighborhood, so how we should explore more fully how each neighborhood can uniquely contribute the overall welcoming environment of the city.
- Noting that resource availability is always a challenge, one staff coordinator from a larger neighborhood organization expressed a concern that the funding available to smaller neighborhood organizations is barely enough to cover administrative expenses. Access to more funding or, a pooling model whereby multiple communities share resources such as administrative staff, audit and legal services, positions such a cultural engagement specialist or renter engagement specialist should be explored more fully in this process.
- Participants also discussed the problem they have with board attrition that occurs when big issues that require a lot of volunteer energy meet with intransigence by large public and private entities. This dynamic should be addressed especially in the Workgroup on a City-wide Community Engagement policy. There should be a better definition of what role and what say neighborhood organizations have in such matters.
- Participants also expressed the need to do a better job of helping renters understand their importance in the City's engagement system. Resources and support for renter outreach and engagement are especially important for a city in which nearly 60% of the households are renter occupied.
- In response to a question about when future funding will be decided, David Rubedor indicated that it would likely be initially decided in January 2019 along with major elements of the program framework. Work on the funding and program will continue to evolve after that. He also said that a number a possible funding mechanisms are being looked at – including capturing the taxing capacity that becomes available after the current TIF districts expire at the end of 2019.

David Rubedor wrapped up the discussion by, again, summarizing the process, timing, values, etc. laid out in the Neighborhoods 2020 Roadmap. And he reminded participants that some of the elements in the current draft Roadmap will change between now and the end of April.



Director Rubedor:

Thank you for preparing the Neighborhoods 2020 Roadmap. We have taken time to read, digest, and discuss the information presented in the document.

Elliot Park Neighborhood, Inc. (EPNI) believes Minneapolis neighborhood organizations need the following to be successful:

- Better support when requested (technical assistance, best practices, conflict management, training)
- Support in diversifying representation (not only through funding)
- Access to shared resources (bookkeeping, IT, insurance, graphic design, translation, etc.)
- Secure multi-year funding for neighborhood programming, community events, and engagement activities (including food)
- A consistent engagement process throughout the city with timely notifications to neighborhoods that allow them to engage the community
- Implementation of the BIKO NCR Audit recommendations
- Recognition as unique and independent organizations

Overall, the Community Participation Program works for EPNI. With CPP funding, we have successfully engaged the community on many important topics. For example, we recently engaged our community around the Kraus-Anderson redevelopment. The original proposal included only the redevelopment of the Kraus-Anderson Headquarters building. However, after several community meetings and conversations, the development proposal eventually became the full-block redevelopment plan that includes a hotel, apartments, and FINNEGANS House in addition to the Kraus-Anderson building. A second example of work made possible through the CPP is the creation of the EPNI Green Team. Born out of our Livability Task Force, the Green Team brings residents, businesses, and organizations together to clean-up the neighborhood throughout the year. EPNI leveraged CPP funding to secure a grant from the Mississippi Watershed Management Organization to implement the Green Team. These two examples are just a tip of the iceberg of stories we could share and are only possible because of city funding that supports long-term community building at the neighborhood level.

Although we support the CPP model, the current amount of funding allocated per neighborhood is far from adequate. In order for EPNI to be successful, we rely on professional staff to lead implementation of the community's vision. Our CPP funding supports the expense of professional staff that work on a daily basis to connect with the community, city, partners, and funders. We believe that City funding should not be our only source of income and strive to diversify our funding streams as well. However, we want to recognize that when all neighborhoods in Minneapolis are underfunded and are searching for additional monies, we are all competing for the same grants and foundation funding. The City of

Minneapolis must provide secure and long-term base funding to support operations and community building work that leverages grant and foundation funding for additional programming.

Minneapolis neighborhood organizations may be all driving down the same road, but we are not driving the same car. Therefore, we recommend the proposed Neighborhood 2020 Roadmap recognize neighborhoods as independent and unique organizations that are an asset to the City in achieving not only community engagement goals but also in improving the general welfare of the people of Minneapolis.

Thank you for your consideration.

Sincerely,

Kim Forbes, EPNI President





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April 30, 2018

Director David Rubedor  
Neighborhood and Community Relations Department  
City of Minneapolis

Dear Mr. Rubedor:

Neighborhood organizations are charged with increasing attendance at community meetings, providing a trusted forum where neighbors can share valuable insights with one another and empowering stakeholders to make plans for the place where they live.

Ultimately, we the people are empowered to create a deep and connected sense of place. Through neighborhood organizations, stakeholders can prioritize, spend dollars and implement plans at the neighborhood level. Neighborhood organizations working together with elected officials backed by city staff can accomplish, and have accomplished, amazing things.

Every neighborhood can create an annual signature event! Every neighborhood can find their competitive groove and build their brand. Every neighborhood can bring more stakeholders into the mix and increase the organization's social capital.

In fact, everything noted above should be a baseline expectation of a neighborhood group. It's a 2-way street. Baseline expectations must be met with baseline support. Neighborhood groups should be held accountable. They need to step up and deliver. We will continue to progress given adequate financial support. Financial support that allows us to increase our capacity and meet the needs of our community. We need to be able to grow as the neighborhood grows.

Substantive training would be beneficial as well. The ultimate purpose of the NRP and CPP Programs has been to shape how government works. But understanding how government works isn't always obvious. Understanding how to get from outreach to implementation is tremendously exciting but it isn't second nature for everyone. Board members come and go and need to learn the basics, as well as how to access information and implement procedures. However, it's beneficial to get beyond basic understanding.

Moving forward, neighborhoods should have an opportunity to acquire additional funds, but it's reasonable to expect some return, social or otherwise, on funds invested. It makes good sense to mitigate waste. Additional layers of bureaucracy, seldom if ever, demonstrate added value. How can a neighborhood be granted more funds? For the ongoing success of NRP and CPP, it's imperative neighborhood groups demonstrate value and this would be an important aspect for the Roadmap moving forward.

Sincerely,  
Board of Directors  
Holland Neighborhood Improvement Association

**Art • Energy • Innovation**

## Southside United Neighborhoods Project (SUN)

Neighborhood Development Program Iterations

Proposal for City of Minneapolis | 2020 – 2023

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### Overview

The City of Minneapolis has nearly three-decades of experience supporting neighborhood development strategies through programs like the Neighborhood Revitalization Program (NRP, 1990 – 2011) and its current Community Participation Program (CPP, 2011 – Present).

Given funding and overall program support for CPP will change at the end of 2019, members of the Southside United Neighborhoods Project (SUN); including Bancroft, Corcoran, Longfellow, Nokomis East, Standish Ericsson, and Powderhorn Park neighborhood associations will strive to help shape the future of neighborhood support programs through the City.

### Program Iteration Opportunities

#	DESCRIPTION	COMPONENTS
1	Right-size neighborhood support	<ul style="list-style-type: none"><li>▪ Develop a suite of neighborhood organization assessments that help score the current and future community impact that can result from programs supported with optimal resources<ul style="list-style-type: none"><li>i. Optimal resources require definition</li></ul></li><li>▪ Based on scores, provide neighborhood organizations with tools to prioritize what programs their organization decide to obtain funding against that is informed by community member input</li><li>▪ Leverage a proposal process that provides neighborhood organizations the ability to request full-funding support for as many programmatic elements of their choosing; which is then determined by the overall pool of available funding and impact scores</li></ul>
2	Centralize leadership support for organizations with 1 to 2 fully funded priorities	<ul style="list-style-type: none"><li>▪ Develop and fund an Executive Director support system (or) network that can provide senior leadership to neighborhood organization's working to support 1 or 2 fully funded priorities</li><li>▪ This structure will help manage community expectations of what smaller neighborhood organizations can support beyond their fully funded priorities</li><li>▪ The Executive Director support system will lead efforts to convene Board Meetings, develop staff and partner with Board, staff and the community in constructing proposals for future fully funded initiatives</li></ul>
3	Centralize engagement support	<ul style="list-style-type: none"><li>▪ Embed a team within the City's Neighborhood &amp; Community Relations (NCR) department that help neighborhood organizations devise and deploy engagement support mechanisms that increase awareness, access and interest of each fully-funded program</li><li>▪ Engagement support will include:<ul style="list-style-type: none"><li>i. On-going translation support of various communication and program promotional materials</li><li>ii. Direct outreach to select groups and (or) leadership within cultural communities by neighborhood for purpose of identifying opportunities to increase awareness or improve relevance of fully funded neighborhood programs</li><li>iii. Identify and secure meeting and event resources including translators, translation equipment and child care services</li></ul></li></ul>
4	Program transition plan	<ul style="list-style-type: none"><li>▪ Establish a program transition plan and timeline that supports neighborhood work in its existing format for 2020 – 2021</li></ul>



**TO:** Neighborhood and Community Relations (NCR) Department, City of Minneapolis  
**FROM:** Nokomis East Neighborhood Association (NENA) Board of Directors and Staff  
**DATE:** April 12, 2018  
**RE:** Comments on the Neighborhoods 2020 Roadmap

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A NENA staff representative attended the NCR 2020 Information Session on March 29, 2018, at which the NCR Director encouraged comments to improve the first five pages of the Roadmap from the perspective of neighborhood associations. NENA submits the following suggestions for consideration:

1. Page 3 – **Core City Services Neighborhood Organizations Provide**
  - a. Edit – Core City Services **Provided** by Neighborhood Organizations (Comment – stronger language.)
  - b. Additional service suggestions/concepts (Edit as the NCR/NCEC sees fit):
    - i. Neighborhood associations offer **leadership skills development** for people participating in projects, and serving on committees and boards. Organizations train current and future leaders to take on new projects through their neighborhood organizations or move on to new leadership positions within cultural organizations, nonprofit organizations and governmental commissions. (Comment – Neighborhood associations have created 30+ years of local leaders – some now elected to the City Council. These volunteers tend to stay active in their community after serving as a leader in their neighborhood association.)
    - ii. **Deepen the personal connection** to neighborhoods and the City of Minneapolis by participating in neighborhood associations. (Comment – People may start participating because of a “cause” and soon find one of the best benefits of being involved is meeting their neighbors and learning more about their community. They become our best ambassadors for the organization, neighborhood and city.)
    - iii. **Wanting to make a difference.** (Comment – Even before, but certainly after 2016, many people who contact NENA to get involved are disillusioned with federal and state affairs. They are seeking a way to make a difference at the local level. They want the chance to see their efforts actually pay off – i.e. founding a community garden, a community mural or helping to recruit new board members from underrepresented communities in our neighborhood. They are not necessarily

looking to engage in the political system and neighborhood associations provide an alternative option. Some are relieved that neighborhoods cannot engage in political activities.)

- iv. Extend the **engagement reach** of the City by being more responsive to grassroots ideas, concerns and opportunities. (Comment - The City could not possibly take all of the good ideas coming from residents and businesses and respond in a satisfactory or even adequate manner. Through NRP and CPP funding, neighborhoods are able to solicit ideas, invite participants and achieve results at the street and avenue level.

I.e. – Bossen apartment residents telling NENA about the difficulty of their children crossing the street to Bossen Field. NENA responding by working with residents to employ the power of the City Council Member office, Public Works and the MPRB to determine all options; using NRP funds to pay for two speed humps; and NENA reporting back to the community and establishing trust to smooth the way for future projects. This idea would not have become a reality without NENA serving as an engagement extension of City to carry the message from resident to the City.)

- v. Neighborhoods are the **intermediary to conduct governmental projects**.

Examples:

- Signing leases for and providing insurance for community gardens;
- Signing on as the lead partner for MNDOT's Community Roadside Landscape Partnership Program (City will **not** serve as the lead partner - requires a neighborhood organization's participation);
- Securing additional funds for neighborhood and park projects – i.e. Hale Page Diamond Lake Community Association and the Triangle Park, Beltrami Neighborhood Association and the picnic pavilion at Beltrami Park; NENA securing foundation funds for additional MPRB programming at Bossen Field; and
- Partnering with MPRB recreation centers to seek Hennepin County Youth Sports Program grants.

## 2. Page 3 – **Value Statements**

- a. First Bullet Point Comment - The use of "Scopes of Services" in this section implies the NCR prefers Option #1 – Impact Assessment Model (Page 12).
- b. Third Bullet Point Comment – None of the proposed options (starting on Page 12) would necessarily lead to making "grassroots organizing" as an outcome or priority of neighborhood associations. This document should reflect the language used in the Blueprint for Equitable Engagement.
- c. Fifth Bullet Point Comment – The use of "aspirational" weakens the statement. Delete.
- d. Sixth Bullet Point Comment – Who's goals? The City, NCR Department, Blueprint for Equitable Engagement, CPP Guidelines?

- e. Seventh Bullet Point Question – Will the City repeat a Neighborhoods 2020 type process each decade?
3. Page 4 – **Critical Issues**
    - a. Comment – Will these bullet point topics be included in the next funding guidelines document (Aug 2019)? If so, NCR should set realistic expectations with regards to the capacity of neighborhoods to work on these five issues and the limitations of neighborhood roles/authority – i.e. the actual work of creating and/or preserving affordable housing.
  4. Page 4 – **Timeline**

Comment - NENA would like to suggest that Becky Timm, Executive Director be a member of the yet-to-be formed “Neighborhood Funding, Guidelines and Implementation” Work Group.
  5. Question – Does the NCR intend to replace the Blueprint for Equitable Engagement through the work of the “Citywide Community Engagement Policy” Work Group? If so, will this document be used to draft the new funding guidelines (Aug 2019) and by the NCR Department to better support neighborhood associations? While the Blueprint for Equitable Engagement is a solid document, it is rarely used or reference in NCR documents and not consistently used by neighborhood associations in funding, programming, leadership and staffing decisions.
  6. The Neighborhoods 2020 plan should reference and connect to Minneapolis 2040 Comprehensive Plan.



A hub of coffee, conversation, and conservation in north Minneapolis.

April 13, 2018

City of Minneapolis  
Neighborhood & Community Relations  
Via email: ncr@minneapolismn.gov

To Whom It May Concern,

I am writing with an idea of an approach to Neighborhoods 2020 that combines various aspects of the options currently proposed, thereby ending up with a fourth option (as was welcomed in the roadmap). I believe the City should come up with a short list of pertinent, minimum, and standardized community outreach deliverables to be implemented across all Minneapolis Neighborhood Associations (NAs); for example, the Level 1 items found in the Option 1, Impact Assessment Model. It is also imperative that NAs have at least one staff (see suggestions in Levels II and III from the same model) to make sure responsibilities are met (volunteer run operations often miss this mark), and perhaps funding for this can come from the minimum financial commitment outlined in Option #3, Community Participation Program Model. Then add from Option #2 access to capacity base-level support and pooled administrative resources. From there, NAs might be encourage/allowed to seek additional funds and develop programs according to level of neighborhood participation and localized needs. With this combined approach, maybe think of NAs as semi-autonomous and that they should be 360-reviewed for activities and effectiveness at least every other year.

NAs are invaluable to the citizens of Minneapolis and in return for the resources allocated to them, the City could expect each NA to help hold/elevate/support one or more aspirational goals or objectives of the comprehensive plan so that each NA is helping to achieve common goals.

This combined recommendation stems from my experience as a coffee shopkeeper that leases space from a north Minneapolis NA. Here's the story of how it happened and what observations I have made since opening on September 24, 2016.

After looking at several Northside locations, I was pointed to McKinley Community by former Councilperson Barb Johnson, who must have intuited something about my idea that could re-establish a community hub in the wake of a troubled and low-functioning NA (though this is something I learned later). When I approached the Board of Directors of McKinley Community they were operating in a bare-bones fashion but were quickly able to come to lease agreement terms so that the building improvements, guaranteed income, and use of space I offered were perceived as assets.

A lot of "serendripitous" community engagement has happened since I opened - here are the highlights:

- 1) People have a place to hang out 42 hours per week, including weekends.
- 2) There is no purchase necessary to be here — anyone is welcome to make themselves comfortable and stay awhile in this community "living room" (we have free books, games, water, Wi-Fi, restrooms, and comfy seating).
- 3) Conversation is encouraged and the shopkeeper operates as a de facto organizer, listening to ideas coming from independent sources and piecing them together into collaborative projects.

- 4) People of all ages and life circumstances hang out and get to know each other.
- 5) Whereas traditional NAs call for reasons to gather (e.g. housing, crime & safety, Nat'l Night Out, etc.), no one needs a reason to gather here and it can happen on their own time without specific intention (some people do not like committee-specific functions), and thus, we see people being in community without special topics or timeslots. In other words, people are getting together and being civically-minded organically - a model of grassroots networking and leadership which is different from hierarchical or "who has the most time" structuring - which is how so many boards and NAs operate). To be able to work with both kinds of leadership at the same time, might be an interesting new model to look at and is one this combined approach offers.
- 6) The nature of conversation tends toward the positive rather than negative.
- 7) We are not bound to strict neighborhood borders, so ideas blend and build with stuff going on nearby which makes a corridor effect of common purpose, increases transparency, and could reduce redundancy.
- 8) People naturally gather at coffee shops and understand the culture of third spaces ([great TedTalk here about "liquid networking"](#)).
- 9) We have intentionally/unintentionally become McKinley's hub of conversation. Intentionally because we wholeheartedly believe in in-person experiences and simply being together; unintentionally because we did not know how much NA function we would take on voluntarily and in ad hoc fashion. Some of the things we do also fills the gaps in what the McKinley Community Board is not currently doing, including:
  - weekly 4th Ward Community Office Hours with Phillippe Cunningham;
  - weekly "all are welcome" meet-ups w/ complimentary coffee sponsored by a generous neighbor
  - showcases by Northside artists and topical discussions
  - street side improvements and planting/beautification projects
  - litter clean ups
  - sharing shelf for kids
  - open mic and game nights
  - representation on the Northside Fresh Coalition and Above the Falls Community Advisory Committee
  - monthly e-newsletters
  - inclusive and engaging social media updates
  - monthly story time for children
  - fielding calls and walk-ins about neighborhood resources (plus faxing and making photocopies
  - hosting a public parklet in the warm months
  - keeping in the know with leadership at nearby neighborhood associations
  - inter-neighborhood volunteerism via collective gardening and clean ups
  - program support for McKinley Community's Urban Farm
  - door knocking, and much, much more.

All of these are free, and all of the non-admin stuff is co-created and co-presented by a member of the community.

Different neighborhoods need different things, so one model might not fit all. In this part of town, it seems a "third space" approach is a good fit and attracts a variety of people with myriad economic backgrounds including those who have lived here a long time as well as renters and those with impermanent housing. As a semi-autonomous, social enterprise, an NA designed along the lines of what we have going on here allows for flexibility and a creative approach to community engagement, and supports the following values and characteristics as published by the City:

- Supporting grassroots organizing is fundamentally important.
- The City will maintain a place-based neighborhood engagement system.
- Where people can see what happens on a daily basis makes for transparency in operations.
- A place that people can walk to makes the community more livable.
- Makes room for communication beyond “just meetings.”

While the relationship between Serendripity Spot and McKinley Community is friendly and supportive, there is room, and perhaps a great need, to more formally intertwine operations. The coffee shop’s social enterprise generates enough income to pay for rent and supplies, but not for salaries. If the rent was no longer an expense, even more resources could be pointed toward community related activities. Already in this “pilot” period (we have a 3-year lease agreement) it has been proven how the shop and shopkeeper function as an innovative model of how an NA could work.

Thanks so much for your time and consideration.

Best,

A handwritten signature in black ink, appearing to read "Kelley Skumautz". The signature is fluid and cursive, with the first name "Kelley" being more prominent and the last name "Skumautz" following in a similar style.

Kelley Skumautz  
Owner/Operator, [Serendripity Spot](#)  
612-564-3478



## Neighborhoods 2020 Information Session notes

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### April 4, 2018 North Commons Park

NCR Staff welcomed everyone, initiated a round of introductions, and provided an overview of the Neighborhoods 2020 process to date.

#### **Overview of the Neighborhoods 2020 Roadmap:**

- The current Community Participation Program (CPP) is funded by Tax Increment Finance (TIF) districts. These districts expire on December 31, 2019, with revenues from the districts being received through 2020.
- The current CPP will be funded through the end of 2020, with 2020 being a transition year.
- NRP funds will not be affected by Neighborhoods 2020 – and will continue to be available to neighborhoods still implementing their NRP plans.
- *This Roadmap is a “plan of the plan” – how we’ll get to decisions about neighborhood-based engagement programs in 2020 and beyond, and how people can be involved in this decision making process.*
- *NCEC has been very helpful during this process.*
- *There have been many community meetings prior to this one that have helped us create the draft Roadmap.*

#### **Timeline:**

- Comments on this draft Roadmap will be accepted through April 30.
- NCR will go to Council in May for adoption of the initial, general framework and funding commitment.
- Workgroups will be established later this spring to further develop recommendations in four keys areas:
  1. NCR Department – including how NCR should better serve neighborhoods, cultural communities, and the City enterprise?
  2. Neighborhood Programs - including funding, guidelines and implementation.
  3. Advisory Boards – focusing on how the Neighborhood and Community Engagement Commission (NCEC) and the NRP Policy Board should be reformed.
  4. Citywide Community Engagement Policy – as right now, City departments and neighborhoods engage with each other in an inconsistent fashion.
    - > The Workgroups will involve representatives from neighborhood groups, cultural communities, the NCEC, and City staff.
    - > Workgroups will do additional engagement in the community.
- There will still be time to shape the 2020 discussion – A second public comment period will be held in the fall of 2018.
- February 2019 – request Council approval of new program guidelines, advisory board redesign, and Citywide Community Engagement Policy.
- A multi-year funding program is the goal.

#### **Key values:**

- Neighborhood groups provide a core City service – something that people need to be reminded of.

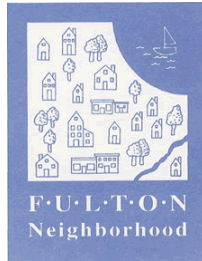
- It's important to focus on engagement - and the diversity of our city needs to be reflected in this engagement.
- Multi-year funding is important in that it provides stability.

**Possible structural options:**

1. Impact Assessment Model
  - Allows neighborhood groups to self-determine size, scope of their work and be funded accordingly.
  - Could include partnerships with neighborhoods at different levels.
2. Pooled Services Model
  - Allows neighborhood groups to remain independent but shifts some administrative burdens to a shared outside vendor.
3. CPP Model
  - Continue current program as is.
4. New, to-be determined model – or a hybrid of those listed above.

**Questions, comments, and responses:**

- Can NCR come to neighborhoods and talk about the Roadmap? Yes
- There is a typo in the document with Level I and II saying they can support level III. This will be corrected
- Level II neighborhoods pooled – What if we don't want to pool? Will we pay more for services we are not receiving? – No the idea is to have pooled services for those who need them
- We should not be penalized for having staff – That is not the intent
- Neighborhoods have to partner with the City on Engagement
- Cannot pit neighborhoods or other cultural groups against each other
- Regarding the Critical Issues – Neighborhoods need equity training. Cannot ask volunteers to do what they have not been trained to do.
- Setting aside separate funds – how does that work? – That has not been figured out yet. Will be figured out by work groups
- How do we help other groups? Renter engagement is a challenge
- Engagement changes when there is a purpose other than getting to know one another. Block party example. Creating a relationship that is not transactional
- Pooled resources takes away all the items that bog down all non-profits -so we can spend more time getting to know each other.
- Should be city level, most volunteers are not paid
- Primary reason for neighborhoods is to build community
- Pooled services are already being done by volunteers in the neighborhood so this is no benefit to us
- Cultural engagement – We need more assistance for bridging
- What about CPP Model and Tweaking with some pooled services – That would be a hybrid / option 4
- More neighborhood specialists are needed. Is that in here? We need more help and more access to them. That is in there as part of the BIKO report. In the past NCR has asked for additional specialists and has been told no. Looking at services that are contracted and varied may be another way to get more resources to neighborhoods without adding FTE's (Full Time Equivalent)
- Need clarity in the models – is it a three year model? Need to plan for a larger range of time – Yes NCR will recommend a multi-year funding model. Three to five years
- Key aspect of the future program is that the entire community has to be part of the collaborative effort.



April 30, 2018

Neighborhood and Community Relations  
105 Fifth Ave. S. - Room 425  
Minneapolis, MN 55401

Re: Neighborhoods 2020 Roadmap

To Whom It May Concern:

Thank you for the opportunity to review and comment on the Neighborhoods 2020 Roadmap.

Neighborhoods are a vital part of the city of Minneapolis. They bring communities together and provide a sense of belonging on a smaller scale than the city as a whole. Neighborhood organizations provide the structure for neighborhood outreach, communication, programming and events that are tailored and focused to the needs and desires of that particular neighborhood. The neighborhood organizations understand what is important in that small section of the city.

The funding of neighborhoods needs to continue beyond 2020 at its current level or better. Much of that funding in the southwest quadrant of the city is used to support coordination and administrative duties that would not be maintained nearly as well with volunteer hours alone. The work gets done in a timely manner with a paid coordinator whereas it could be irregular, haphazard, or non-existent if completely dependent on volunteers. The neighborhood organization would not function nearly as well or consistently without CCP funding.

Additional funding would allow more outreach, communication, programming and events improving the fabric and connections within the neighborhood. Without continued or additional funding, the important work of engaging the residents of Minneapolis could not be done by the neighborhood associations – this work would have to be done by the City Council offices or the Neighborhood and Community Relations Department directly. We question whether either of them have the capacity to be able to do so.

The current structure of neighborhood organizations should, for the most part, be maintained. The neighborhood organizations understand what the needs are for their particular neighborhood. They need to maintain control and autonomy and should not have to compete with the needs and desires of other neighborhoods. The coordinators are from the neighborhoods they serve and understand the issues of those neighborhoods. Centralizing the structure would make it much more difficult to provide the understanding and in-depth knowledge required for each neighborhood. It would also reduce the

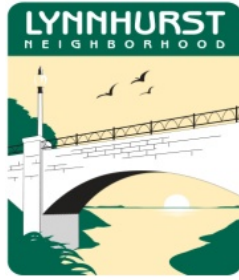
level of professionalism and effectiveness because the coordinators would become city employees and be subject to the pay structure of the city.

To make the current system better, certain services could be centralized. Specialized services like web design, web maintenance, translation, and bookkeeping could be more efficiently provided by a central office. But local coordination should be maintained by the neighborhoods.

CPP is grassroots organizing at its best. It maintains a sense of belonging with city residents, involves the community, and brings the communities and neighbors together making Minneapolis a vital, strong, and energetic city.

Thank you,

Fulton Neighborhood Association



April 30, 2018

Neighborhood and Community Relations  
105 Fifth Ave. S. - Room 425  
Minneapolis, MN 55401

Re: Neighborhoods 2020 Roadmap

To Whom It May Concern:

Thank you for the opportunity to review and comment on the Neighborhoods 2020 Roadmap.

A community's ability to maximize the potential of its common good resides in the strength of its common bond. This strength stems from the recognition of opportunity, the willingness to communicate it, the channels to deliver it and an organized response in return. Neighborhood organizations such as LYNAS, serve as the mechanism to drive this opportunity, acting as the channel and voice of response for all members of the community.

LYNAS engages residents and other local stakeholders through multi-channel communications, community outreach events, volunteer activities and simple neighbor-to-neighbor conversation. This ongoing engagement positions us well to identify neighborhood-level needs and priorities and implement projects responding to those. Some examples showing the spectrum of activities LYNAS has pursued over the past 20+ years in response to local engagement include educating residents about water quality and waste reduction practices, holding an annual summer festival, purchasing computers for Burroughs School, working with the city and county to re-engineer W. 50th St. to improve traffic and pedestrian safety, and giving grants to local businesses to upgrade building facades.

The great majority of our engagement and project activity is only possible with funding provided by the city, through NRP initially, and now through CPP. By contributing thousands of volunteer hours, neighborhood organizations maximize funding impacts ranging from small, individual support to leveraging larger cross-neighborhood funding opportunities. This leads to interconnected, stable neighborhoods.

LYNAS has seen success in its ability to drive local decision making with the actualized byproduct of community building on a 1:1 basis.

Similar to the city, funding limitations present hurdles for neighborhoods, particularly in regards to how funds can be utilized. Couple that with the degree of paperwork, policy bureaucracy, and a continuous one-size-fits all approach by the city relative to neighborhood-specific oversight, and there is a clear opportunity for an enhanced relationship between neighborhood and city. The Neighborhoods 2020 Roadmap calls for the formation of a "Neighborhood Funding, Guidelines and Implementation work

team” that will “include policy makers who have the ultimate decision making authority on programs and funds.” We strongly believe that neighborhood organizations should be fully engaged as part of the process, rather than merely the recipients of decisions passed down from a committee. Having representation from differently sized and geographically diverse neighborhood organizations will provide a missing voice and a needed mechanism of engagement. The opportunity for LYNAS to work with the city of Minneapolis in the same manner it works with the individual members of its community is a direct ask from LYNAS and certainly something that warrants a conversation going forward.

Thank you,

Lynnhurst Neighborhood Association

I think a huge missing factor here is an analysis of the NCR department and how their staff and funding support neighborhoods. There are recommendations of some additional supports and a reference to them being underfunded, but I'm not even clear on what they offer currently. While I find our neighborhood specialist impressively responsive when we reach out, I find there is very little common resources available that they provide. I am most frequently redirected to other neighborhoods. The primary role of the NCR from my standpoint is the financial reimbursement and contracting process. If I understand correctly and there are 18 staff people in NCR, I would like to see more analysis on their structure, resources, etc. It's impossible to be analyzing the neighborhood funding without looking at the department that supports neighborhoods, especially if they represent a huge portion of the funding.

Diversity needs to be defined differently for different neighborhoods (and it needs a definition in general). Perhaps it should match the demographics of the neighborhood or something along those lines.

I like the idea of NCR supporting efforts to reach diverse participants, child care, stipends, etc.

Who will be on the work group? It would make sense to have neighborhood reps from each ward or something of that nature. Additionally, it would be helpful to have both staff and board member representation as they bring different perspectives. I also think it would be good to include a mix of people who have been involved/staff long term and relatively new since I also believe they have very different perspectives. If the work group will be making critical decisions that you want people to buy into, it's critical the work group is representative.

Option 1: Impact Assessment model seems to keep small orgs small and big orgs big, not sure how a level 1 would ever increase to a level 2 or 3. Is the ulterior motive here to increase neighborhoods who merge to make larger orgs? If that's the case, say so. Defining renter leadership seems odd as a criteria for a level, not every neighborhood has high rental numbers. Expecting larger orgs to help the smaller orgs seems unlikely unless you make it a requirement. It also seems like an odd fit. I'm not sure how it increases opportunities for partnerships with cultural orgs? What if your neighborhood doesn't present many opportunities for cultural partnerships based on neighborhood demographics, are you automatically a lower level org?

Option 2: Does pooled resources mean the city would manage those pooled resources? Or they'd be seeking for neighborhoods to merge in some way to create a pool? I like the idea of the city managing some of the things the neighborhood staff currently do...where all neighborhoods need very similar services (insurance, HR, website development, strategic planning, identifying grants/funding sources, board training and recruitment, etc). If the city took on that role, neighborhoods could more effectively use their staff time or reduce staff time.

Option 3. I guess I don't mind the current set up, though theoretically, the amount we get from CPP is nowhere near our yearly expenses. Our FY18 budget is 52,000 which is almost twice what we get from CPP, we're relying on our NRP funds to make up that difference, but they'll

run dry eventually. And to be clear, that 52K is just operational plus a few community building events, no programming expenses or infrastructure improvements, etc.

I REALLY like the idea of each neighborhood having a base of funds similar to CPP that will cover their base operating cost (staffing, communications, a few community building events, etc) and then having optional additional grants that can be applied for larger projects/programs. It could be a 2-3 year cycle of applying for operational funds and I think it would be fine if it was a fairly extensive application where we have to prove the value of each of the monies we're asking for. But then on top of that funding with a higher frequency cycle, say twice per year, you could apply for funding for neighborhood projects and initiatives that were outside of operating funds. I worry that when NRP funds are gone, neighborhoods won't be able to do much besides exist. Which isn't very valuable. Check out St Paul STAR grants and CIB process (CIB is being updated currently). Neighborhoods and community orgs can apply for large sums through these processes.

Being more familiar with the District Council system in St Paul, I wouldn't mind a system that incentivizes orgs to merge to make larger more efficient organizations, it seems odd to me that there are so many neighborhoods in Mpls. I just don't think anyone will be on board if you force it, it has to happen more organically through incentivizing groups to do so.



My first reading is ask me why I should still have my job. It was very self serving

There are little action items and I found that was a way to organize thoughts.

My board said this is so confusing we're creating a subgroup.

Agree that nrp funds should be used into perpetuity.

Maybe every other year for nrp reviews. Talk about adding work for ncr. Spread out the check-in period to odd or even years. Or have a simpler survey. Clarify the process before I even know what to think

The issue is what does it mean to continue funds into perpetuity if there aren't neighborhood associations. This doesn't talk about out any new influx of money. It's just spending out.

It makes sure ncr exists. It doesn't make sure anything else does.

If there's looking at the district model does the neighborhood get to keep its funds?

Get a better definition – should they define who keeps funds if they choose a district model do the neighborhoods get to keep their funds.

Neighborhood organizations are their own nonprofit enterprise. Can the city tell them how to spend their money?

Neighborhoods aren't spending money because they don't know what to spend it on.

How to recruit board members – innovation grant in st. paul – engagement – you just can't recruit diverse members without cultural knowledge – needs cultural diversity training – can't just say recruit diverse boards – need help if that's going to be the requirement – should have boards that represent the neighborhood

Diversity needs to be looked at a neighborhood level – one neighborhood is 92% white and homeowners – diversity in the neighborhood doesn't exist so board – diversity should be neighborhood by neighborhood

City says it's doing great on diversity – gender, age, it's not just people on the board but people attending events – this is unfair on how they recruit

Struggle to get underrepresented groups involved – long time issue – 2009 – goal is a nice goal to have but we're talking about how to get there. We have limited time and resources and it will cost those so maybe having a roadmap to get more diverse representation

Define diversity – neighborhood is white with renters

How the city measures diversity – thinks it's doing a good job but neighborhoods are not – if we do anything – how to communicate with people they can say “look at this” – if the city can tout this they may have techniques to achieve this – you can get diverse members to attend meetings but you need to train board members to be more accepting

Top down – provide training – the city not just being on the board – who serves on committees or come to events adds to own outreach and education to get away from the board achieving diversity

Participation – not just being on the board – need to measure committees and events

Need to communicate that recruiting renters is a big thing – don't hear it from the city – just read it in the paper

Annual report – should be the doorknocking section – we've done no doorknocking – flyer

Annual report – what is the city measuring – do you meet criteria or do you do what you think is appropriate

Who has time to knock on every door

It appears the city is setting up the neighborhood associations for failure by not giving enough funding or training

Personal connection the best way to build relationships – city is behind the times

If neighborhood doorknocks when you have more apartment buildings you get more homeowners

House parties – national night out

We need to be careful - do we need a “token” person of color or senior citizen – more important that we're recruiting passionate people that care about the board and the neighborhood

If you want to empower diverse groups you need to start at a bigger level

You need to do engagement to find out what communities want to do and want to get involved in.

Representation – do we look to fill certain groups or do we look citywide – logistics and time are difficult – break down neighborhoods by demographics to see who is represented – board membership defined by who attends the annual meeting – need to reach out more

Board doesn't make up representation of the neighborhood

Not allowed to pay board members – FOOD

Spending money for food on the annual meeting – get individual donations

Charge for events – unrestricted money – make money at 4<sup>th</sup> of July event

Get pushback from ncr regarding providing childcare

City can adopt any policy they want – departments are terrible in public engagement – they go through community engagement theater – they don't use information they get

Cped is challenging – based on individuals – who you know – public hearings are way too late – decisions already made – people express their concerns and then things are approved and move on

Work group – city trying to figure out how to do community engagement but the city used neighborhoods to do community engagement – could put different requirements on community groups – get fuzzy about what they want – city claims neighborhood work as the city's engagement

Neighborhoods struggle to get recognition for the work they're doing – get information from the newsletter about what other neighborhoods are doing – at least there's a display of information about everything we're doing

City council – should be able to put a dollar amount on the value of what neighborhoods do

Annual report quantifying volunteer hours

Advisory board – representation and not appointed members

Have ncr sell the one Minneapolis and cif funds

Work move so you can get more funding groups – how are they selecting who is serving on them? – who is on the work groups? – neighborhood groups want representation

Option 1 – impact assessment model – tiers – what do you mean by fiduciary certification – losing credibility and no interest in the requirement

Neighborhoods haven't done the certification

Tier system – how can a group ever grow – how would you move between levels – if you're small you're going to always stay that way – how can you get more funding to improve – is their goal for groups to incentivize to collaborate to up their levels and get more funding – do they want organizations to merge and get larger

Cif – good for neighborhoods with experience with grant proposal and writing – for neighborhoods with bigger issues they might not be able – this leaves out groups who need the most help – will level 3 organizations be willing and able to help the lower level organizations – why use staff time to help someone else – don't want neighborhoods to be “the white savior” to help neighborhoods with less capacity – neighborhoods working hard to establish

Neighborhoods want to money grab by “helping” neighborhoods

2 – pooled services – like – when we're out of ncr funds how do we apply for money to get extra things – how about if you get the base but you' don't qualify for a grant – we're a privileged neighborhood so we don't get grants – need more information on who qualified for a grant

sharing =- like the concept of pooling resources so each neighborhood doesn't have to look for services

we have to guess what the report is telling us – it's not descriptive enough – we need ncr to come and explain it – if they had this document and came and talked to us then they could find out what questions we have

could use twice as much money – twice as much as other neighborhoods

there needs to be a core level of support that some neighborhoods don't get – there's enough money to be real – if you're operating with a box you pass around how do you get seen – need an office and a phone number

some neighborhoods have no phone, office or post office box – too many coordinators use their own resources (cell phone) for neighborhood business – need to find someone to be their office address and receive mail

20% of budget goes to newsletter

let organizations spend money more efficiently – efficiency review from a helpful and not critical standpoint – use money for something else (other than mailbox)

support option three 3

what does ncr do for us – justification for ncr to exist – nobody critiques from what ncr is – do we get benefit from them – do they do more for other neighborhoods – they refer us to other

neighborhoods – what are they doing now – they are understaffed – don't offer translation services

interested in option 2 if we understood it better – neighborhood specialists don't always have the skills we need – don't help us build relationships with the somali relationship, for example

get a lot of money from the city – can't get the city to help with initiatives reaching out to different communities

only looking at this from neighborhood model – need to look at ncr – what do neighborhoods need and how can ncr serve them – city should look at middle piece – neighborhoods do a lot without increasing budget – we get people to turn out to citywide initiatives

would the city still support – if we're critical of the ncr then what does that mean for us?  
Would we just get the money?

Is ncr the right structure to help neighborhoods

Like 2 the best – needs ore definition – what is the base

Concern with 2 – base is provided by the city – who is requesting the base level – neighborhoods should say we should stop fighting – they get our work so cheap to get our outreach – city needs to spin it differently – look at how we're empowering resident to do so much and they're not on the payroll



**Kenny Neighborhood Association**

5516 Lyndale Avenue South

Minneapolis, MN 55419

Message Line: 612.392.4477

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[www.kennyneighborhood.org](http://www.kennyneighborhood.org)

April 30, 2018

Neighborhood and Community Relations  
105 Fifth Ave. S. - Room 425  
Minneapolis, MN 55401

Re: Neighborhoods 2020 Roadmap

To Whom It May Concern:

Thank you for the opportunity to respond to the Neighborhoods 2020 Roadmap. Kenny Neighborhood Association appreciates the opportunity to engage in this important conversation and provide feedback on how our city can continue supporting Minneapolis neighborhood organizations.

Neighborhood organizations play an important role in sustaining and enhancing the identity of a neighborhood community. Neighborhood organizations conduct grassroots engagement, host community events, and fund neighborhood improvements. With their semi-autonomous structure, neighborhood organizations make a hyper-local impact by responding directly to community needs in a timely and agile way that city government cannot do.

Each organization is a reflection of the neighborhood it serves. Just as each neighborhood in Minneapolis is unique, so too are the neighborhood organizations. Attempting to apply a one-size-fits-all approach to these organizations undermines the very nature and functionality of these organizations.

With the sun-setting of the TIF funds, the Minneapolis City Council has the opportunity to demonstrate their commitment to Minneapolis neighborhoods and local community engagement. Neighborhood organizations bring community voices directly to city government – eliminating funding for neighborhood organizations would remove these voices from the table. If the City is truly committed to engaging all residents, the Council should support and strengthen more community-based organizations, not fewer.

The Kenny Neighborhood Association is looking forward to engaging in further conversations on how to develop a flexible model that allows for nimble neighborhood organization while providing appropriate regulatory oversight.

Thank you,

Kenny Neighborhood Association

To: David Rubedor, Director, MPLS Neighborhood and Community Relations Department  
From: Kingfield Neighborhood Association  
Re: Comments regarding the City of Minneapolis' Neighborhoods 2020 Roadmap  
Date: April 30, 2018

KFNA understands that the end goal of the Roadmap is to better define the relationship between NCR, NCEC, and the city's independent neighborhood organizations. We also feel that in order to do this the roles, as well as responsibilities, of all of these entities needs to be defined, not just the neighborhood organizations. Furthermore we understand that once this relationship is defined it is the intent of the City to identify a permanent source of funding for neighborhood organizations from the City in exchange for doing the articulated work, and we are in support of this objective. Once this work is defined, we understand that as independent organizations, neighborhood associations could choose whether or not to accept the terms of the relationship with the City and to do the work outlined.

This Roadmap is the plan of how the City and the independent neighborhood associations determine how they relate to each other and complement each other's work. Besides answering the question of where and how much funding neighborhood groups will receive from the City, the final plan will:

- Address the relationship between NCR, NCEC, and neighborhoods;
- Define NCR's role in the City;
- Develop a citywide policy on engagement and specify what each group's role is in reaching these goals; and,
- Recommend a structure for an advisory board for overseeing the work.

It is our understanding that this work will be done by representative Working Groups over the summer and fall of 2018 and will include another public engagement process on the proposal(s). Through these Working Groups, the community will come to decisions on where the funding comes from, how much is provided, and what services or programs neighborhood associations provide to the City after 2021 when the current Consolidated TIF funding is no longer available.

KFNA supports this approach and welcomes the chance to work on this with the City, in the hopes that by being a part of the process we will arrive at a more clearly defined list of responsibilities for all parties, that defines our relationships and highlights the ways it is in mutually beneficial to continue funding neighborhood groups. KFNA feels this will give both parties better tools to evaluate the others' work. It will help to assure that neighborhood associations meet the City's expectations, as well that NCR and NCEC do what is expected by neighborhoods.

Speaking to the specifics of the 2020 Roadmap distributed for comments, the long complicated relationship between the City of Minneapolis and its independent neighborhood organizations is already emphasized in the first paragraph of this report. Here the report refers to improving "the City of Minneapolis' neighborhood based engagement structure" and that residents should "feel represented in the City of Minneapolis government", already confusing the line between neighborhoods and the City. Although neighborhood organizations often act as a point of entry for many residents in civic issues, being active in your community and with your local nonprofit is not

equal to being engaged in the governing of the City. This autonomy of neighborhood organizations needs to be emphasized because our scope of work is broader than the work we do on behalf of the City.

At the community Meeting held in late March it was stressed that responses to this Roadmap be targeted to the first two pages of the report, in particular to the Core City Services Neighborhood Organizations Provide. KFNA feels that this list needs to be explored and expanded with the input of neighborhood organizations and City Departments. Specifically, it needs to include some measurable steps if it is going to be used as the justification of funding autonomous neighborhood groups. We also feel that it needs to be set alongside an equally clear list of Core City Responsibilities that speak to how the City will help the nonprofits accomplish this work. The list presented in the report is a strange mish-mash of value statements (“Neighborhood groups empower residents, celebrate diversity, engage volunteers”) and work methods (“Neighborhood associations do this by creating open communication networks, engaging community in policy decision, and utilizing all resources”) making the intentions of the list unclear.

The same confusion and co-mingling of purposes is included in the section titled Value Statements. Some of the statements listed here are the City’s values or core beliefs; for example: grassroots, place-based organizing that includes all residents is really important. It then follows that once the reader understands the City’s values then there should be a list of commitments from the City based upon these beliefs such as: fund programming for the next decade, provide oversight and structure for use of public funds, maintain a place-based engagement system, etc. It is our recommendation that this section be moved to the beginning of the report and separated into these two categories. The flow of the report then is: a) once we know what we believe in then, b) here is what we are committed to do, and c) here is the work plan and who is responsible for each part.

The "Critical Issues" section of this report should be wrapped into the City’s values, as these are a major discussion point for how both the City and the neighborhood organizations take future actions, which should be described in each group’s work plan. These critical issues are ones that KFNA has also discussed, at length, but we feel that they are not being addressed adequately in this report. Placing them in the report with no actions associated with them raises our concerns that they are being included as the parameters by which neighborhood association’s work will be judged. It feels like together the neighborhood organizations and the City need to define responsibilities to address these issues.

So to emphasize there are a couple of items that this report does not address and should.

This report does not:

- Suggest significant changes, nor reform, to the NCR Department nor does it define what the department’s job is for the City in relation to the neighborhoods.
- Suggest changes, nor reform, to other City departments that commonly “engage” with neighborhood associations (including Public Works, CPED, and MPD) beyond revising the City’s Engagement policy.
- Identify new funding for neighborhood improvement projects for organizations to organize around and create place-based improvements.



- Include the breakdown of the typical tasks completed in a year by a neighborhood to do a regular event and then the tasks to do a larger partnership for an advocacy issue - as the two main types of functions of the neighborhood organizations. The idea being that this would show the amount of volunteer labor and generosity that goes into keeping these organizations running, proving that the amount of work being done vastly exceeds the funding the City provides and that they couldn't really fund us less but still have the neighborhoods keep functioning.

Generally this Roadmap is not a very clear map of where the City wants to go. It is more of a topographical map that shows the contours of the land but doesn't suggest any paths to follow. Either the neighborhoods should be trusted to find their own path to reach the goals (and given the funding to do so), or the City should provide a very clear path, with markers and signs along the way for the neighborhoods to follow.

Thank you for requesting and considering our response to this report.

Sincerely—

A handwritten signature in black ink that reads "Sarah P. Linnes-Robinson". The signature is fluid and cursive, with a long horizontal flourish at the end.

Sarah Linnes-Robinson, Executive Director  
On behalf of the Kingfield Neighborhood Association

## **Further Comments from KFNA regarding the 2020**

Although the bulk of the report was described to us as something the NCR was not seeking comments on, we did have a number of questions and concerns reading through it. We felt we should include our laundry list of individual's comments and questions here for you to reflect on and share with the Working Groups.

### **Questions raised by this report's Recommendations:**

**The Roadmap recommends that neighborhood associations continue to have access to NRP funds until they are completely spent by each organization, and that the 7-year review be retired. A yearly check in would take place with each neighborhood to track efforts to use NRP funds.**

Comments:

- This does not specify that "access" means that a neighborhood association dictates their use.
- How would this work with the new funding? Would they remain as two different pots of money?
- What form would the annual report take? Is it a formal written report? It seems that city staff are already too busy and won't have time to review more reports.

**The Roadmap recommends change to how neighborhoods recruit and retain Board Members and requires organizations to report about how diverse populations in the community are, as well as indicating this would influence funding.**

Comments:

- It does not specify criteria for diversity and implies a connection to different city standards than neighborhoods have used to measure diversity in the past (city includes age and gender as things they track for employees but not for neighborhood boards previously.) It does not provide us with adequate guidance on how to track this information.
- It is unclear how the City can ask us to change how we recruit and retain board members if we are independent organizations, unless it is specified how this relates to funding.
- Why does the report compare neighborhood boards to City appointed boards in terms of diversity progress? It seems like two separate issues, especially since some of the appointed city commissions do offer stipends to members, which we are currently not allowed to do.

**The Roadmap states that NCR will assist neighborhood associations in reaching out to and engaging diverse populations within the community. Also NCR will assist neighborhood associations to use alternative methods of engagement, rather than just meetings, including through technology, partnerships, and creative ideas.**

Comments:

- It is our understanding that NCR is already assists neighborhood organizations in engaging with diverse populations. We feel as if these resources have either been non-existent or not

as impactful as intended. We would like to better understand how the city intends to better assist organizations in achieving this objective.

- The report mentions stipends as an option for expanding outreach. Does this mean we could offer a stipend to board members? For example, 30 dollars per board meeting attended for anyone 50% ami or less based on our neighborhood median income. I think a stipend like that would really help to bring in renters and members of lower income families but currently such a policy isn't allowed.
- By "support neighborhoods in expanding their outreach and engagement strategies via tech..." do they mean through grant funding or by doing it for us?
- Why not just fund neighborhoods to do this creative work? What can the city provide better than what neighborhoods can provide?

**The Roadmap recommends establishing a Work Group to revise and improve the City's Engagement Policy with the effort beginning in June 2018.**

Comments:

- Who will serve on it? How are they recruited? What are the details of the working group and who do the recommendations go to and who makes the final decision?
- During the information sessions it sounded like neighborhood members would be invited to participate but this isn't indicated in the report right now.

**The Roadmap proposes funding the Neighborhood & Community Relations Department and neighborhood associations using General Fund resources after 2020.**

Comments:

- Does this mean it can be struck from the budget any year, with no warning? If so, does not provide the stability to make multi-year plans.
- Is there a way to create continual funding support through a new tax method now that TIF is ending? I know people don't like how high our property taxes are already but if a tiny amount of that went to the local neighborhood association I think a lot more people would want to be involved in how it was spent.
- We think this it is essential that neighborhood organizations be funded as a 'base' level that allows organizations to fund a basic level of staff and programs.

**The Roadmap describes a Timeline for obtaining input and refining the future program through November 2018.**

Comments:

- This is really ambitious looking at the pace we are moving at especially if major changes will be recommended to alter the structure of autonomous neighborhood groups.
- On the timeline it has the new neighborhood funding program opening for applications in August 2019, which seems really soon. Is it reasonable to plan so far out for 2021? It makes it feel a bit like there is already a plan and structure in mind or in the works and the engagement is more of a formality (which would be unfortunate).

**The Roadmap recommends consolidating the Neighborhood Revitalization Program (NRP) Policy Board and Neighborhood & Community Engagement Commission (NCEC) into one body that oversees NRP, neighborhoods, and community engagement. The body would include elected officials per MN State Statute, as well as elected representatives from the community at-large. The election of members to the reformed commission would be reworked eliminating the district-based representation used today for NCEC.**

Comments:

- We don't understand the ramifications of this.
- Would the "eight community seats that serve at large" be spread out across the city community, e.g. one seat for southwest? Otherwise it seems like one group/neighborhood could monopolize the discussion if more people from that neighborhood attended the community connections conference to vote.
- Is there a way to provide us a better understanding of the roles and responsibilities of the boards, commissions, departments, etc. that impact, oversee, etc. neighborhood organizations. A reference or clarifying document may be helpful for residents and organizations to better understand the structure that impacts neighborhood organizations.

**The Roadmap recommends to reform how additional grant funds (CIF & OMF) are allocated to ensure they are dedicated to support equity and inclusion in neighborhood organizations.**

Comments:

- The establishment of the additional funds for neighborhood groups was dangled as an incentive already but for us it has been confusing, slow, and the funds have not been able to be used to their full potential. For example, KFNA's Equity and Outreach committee wanted to access OMF funds for diversity training but they couldn't because they were technically part of the neighborhood association; if they separated from the neighborhood association they would have had to pay out of pocket for the training and wait to be reimbursed, plus they wanted the training for the board so as an outside group it would be presumptuous to arrange for a training for a different organization.
- Under grant funds I think that "additional grant funding...to more directly support the outcome of Equity and Inclusion in Neighborhood organizations" would be welcomed and I'm not sure why they don't do this already if it is one of the priorities.
- It would be beneficial to understand how the grants have been used by organizations in the past and the impact of these programs.

**The Roadmap recommends creating a City work group, starting in June 2018, dedicated to establishing a new neighborhood funding program to replace the Community Participation Program (CPP).**

Comments:

- Who will serve on it? How are they recruited? What are the details of the working group and who does the recommendation go to and who makes the final decision?

### Comments Regarding the 3 Neighborhood Funding Concepts:

Impact Assessment Model: Neighborhood associations would be categorized and funded based upon the capacity of the organization.

#### Comments:

- It is not clear who would make this assessment and what factors and characteristics would be deemed worthwhile and impactful or how often organizations would be assessed. Examples are given of varying levels of capacity resulting in fewer or greater funding resources but it is not clear if high need or high impact would receive most funds. Top category, according to others, is very extensive and thus costly to achieve. Current funding model operates on a high social need/high funding model, and this seems to imply the opposite or has no regard for community needs.
- "Level I and II Organizations could provide administrative oversight for smaller Neighborhood organizations so they can focus more on community organizing" I assume they meant II and III and that was a typo but does this mean large neighborhoods would take over their smaller adjacent ones? That doesn't seem in keeping with the idea of preserving community identity. This plan also seems to imply greater neighborhood funding but I can't tell if it is to the organizations or to the City for coordinating us.

Pooled Services Model: Neighborhood associations would be funded at a "capacity-base level" and for what they believe can be accomplished through an application process.

#### Comments:

- Some administrative and support services would be pooled (shared?) with other organizations on a geographical basis. It is unclear who would provide these pooled services and the pros and cons listed seem to imply that possibly the City would supply them, thus removing neighborhood autonomy and instead having city staff do the work. The statement that additional funds could be applied for specific neighborhood needs seems to imply that there is some remaining structure of a neighborhood association to implement specific projects, but that is not clear. If there is a neighborhood association what is their job if city staff is doing the base work (i.e. would there be enough of a responsibility to keep citizens engaged on any level). If the neighborhood associations are consolidated under this model but specific projects can be called out for to apply for and receive grant funding, is the City simply setting up a process where they just pay themselves for what they call neighborhood-identified work?
- This seems like neighborhood organizations become an official part of city government. "A more de-centralized approach to engagement support for City of Minneapolis Departments and leaders with more support and feedback on local projects, programs and policies" really drives that idea home for me. I'm personally not in favor of neighborhoods becoming another layer of city bureaucracy but I think it would make funding more consistent.
- It is really important to have the city identify what "services" they think could be pooled. What services would we want pooled? Insurance?

- There seemed to be lots of confusion about this since we are all individual non-profits and we don't want to destroy the grassroots nature of neighborhoods by over regulating things.

Community Participation Program (CPP) Model: Existing model funds individual neighborhood associations using a complex formula weighing factors like population, neighborhood size, number of renters, and level of poverty.

Comments:

- This is the model we are under and of course the easiest thing to say is stay with it. However we also know that there are problems with it.
- I understand that the current system has issues but at least we know what we are getting.
- There are significantly more cons compared to pros for this option itemized at the NCEC meeting as collected by the City, which seems to indicate a bias to the study of the options.

Option 4?

Comments:

- A Model #4 should address: 1) duplication of research on issues / solutions; 2) high cost of running individual associations including insurance, health care, payrolls, office, phones, etc.; 3) not enough funding for robust organizations in many communities and only an expected reduction of funding in the future; 4) support for organizations that need it to build autonomous organizations vs. pulling the plug on those that consistently just can't get it right.
- The duplication on research/issues/solutions is a big concern. A more formal sharing network would be helpful in understanding what is and isn't working in orgs. around the city. This could obviously happen through the centralization of knowledge at the city level but it could also happen through direct neighborhood to neighborhood sharing.
- What if we created district level organizations in keeping with the idea of Option 2. So for example we would have the Southwest Minneapolis Community Organization. Each of these district level organizations could provide the pooled resources to the neighborhoods in their area so that things like insurance were covered more broadly but they were able to adjust to the needs of the smaller community more easily. The neighborhood organizations could remain separate and each would have representatives on the governing board of this district organization. I think this representation is the key difference, if the admin resources were pooled then each neighborhood should have a say in how the administration was completed. The district organization could collect funding annually from the City through something like a tax and then neighborhoods could send their annual plan to this group to receive funding. This group would have a better sense of the priorities across their district and the relative needs of the neighborhoods. The City could then partner with this larger group to do the engagement that they want to and the district group could network with the relevant neighborhood associations. If there were smaller neighborhoods in the area with less developed associations they would not receive as much money directly since they lack the infrastructure to utilize it but instead could be given programming support by this organization. Of course this just creates another layer of bureaucracy but it maintains neighborhood organization independence while pooling resources.

Analysis:

It is difficult to analyze these different models without understanding the specific funding amounts. Understanding the model under which neighborhood organizations will work and be funded is important but it doesn't mean much unless we (as a neighborhood organization) can understand what these models mean in terms of dollars. If/When do you think we will be able to quantify not only the funding mechanism but the actual funding?

To Whom it May Concern:

Thank you for all the work the city and NCR has put into the Neighborhoods 2020 Roadmap. As you look to the future we want to emphasize just how important it is to have stable and consistent funding. The establishment of stable and consistent city funding through NRP and later CPP allowed us to expand the scope of our programs and services to serve a greater and more diverse portion of our neighborhood. The stable funding from the city and our decades of hard work have paid off. Just this past year we were the proud recipients of an award from the American Planning Association for being one of the five best neighborhoods in the United States. This national honor for us (and Minneapolis) is a credit to the strong support the city has given to neighborhoods in recent decades.

The following are just a few brief examples of the work we have been able to accomplish with funding from the city of Minneapolis:

Community Organizing is a key function of SNG. Community organizing includes publicizing and holding community meetings focused on neighborhood development issues such as variances and licensing, neighborhood safety concerns, resident and business relationships, infrastructure and other issues that arise in Seward.

Program services that enhance and strengthen the Seward community. These programs include annual spring Garage Sales Days, Winter Frolic and Arts Festival, biennial Fall Festival, quarterly publication and distribution to all residences and businesses in Seward, and the activities of the Community Development, Community Building, Environment, History, and Crime and Safety Committees.

SNG provides community facilitation services to over 800 residents of two affordable housing buildings that are home to a significant population of East African immigrants. Services included support of resident governance, recruitment and training of resident volunteers, advocacy for residents with building management and the Seward Towers Board of Directors and implementation of programs that build community within each building and promote integration of residents into the wider neighborhood.

We are not resting on our laurels. We are aware that no matter how much we have accomplished towards diverse engagement and equity that there is still a lot we can improve. Stable funding will allow us to continue our current work, but also to grow and change with our community.

It is vital to our work that any future funding method be stable in the long term. The money from the city, which has allowed us to offer so much to our community, is a double-edged sword that puts these same programs at risk whenever funding mechanisms are reorganized. We have already had countless discussions as a board in preparation to cut programs and services if city funding is reduced or halted in the future. The time we have put into this would have been very valuable to put into our actual programming.

SNG strives to strengthen civic participation in Seward by engaging, involving, and connecting a broad range of stakeholders through four overarching goals: Inclusiveness, Engagement, Sustainability, and Community Improvement/Infrastructure. How well we live up to these goals depends on the city arriving at a sustainable and stable method of funding neighborhoods into the future.

Thank you,

Kerry Cashman  
Community Coordinator  
Seward Neighborhood Group



**From:** Chris Schommer  
**Sent:** Thursday, March 22, 2018 9:45 AM  
**To:** NCR  
**Subject:** 2020 Comment

Hello, my name is Chris Schommer and I am the Communications Chair for the Field Regina Northrop Neighborhood. I have been in this position for 4 years and on the board for seven. I wanted to share some thoughts on how the process works and what could be improved based on my experience.

First, I personally believe communication is the most important job of the neighborhood orgs. Keeping neighbors informed of what is happening in their neighborhood and the stories of the people around them helps build a sense of place and a feeling of a connected community. We are all neighbors after all! It also allows a community to rapidly respond to both crises and opportunities.

With this in mind, I would like to see a structure in place that allowed for better coordination of some communications resources. Why should each org have to build their own webpage and source their own mailing lists? While I have done these things and others and am happy with what we produce, it was a challenge and added to our expenses. I believe many other orgs don't have the resources or knowledge to do so. This should be balanced by the option to create an independent communication structure, however in the absence of these basic things the city should offer plug-and-play options that orgs can opt into. Something standard and boring is better than nothing at all!

While I don't know how far this model should go outside communications, but I know we have had struggles with our HR process, we pay for independent payroll and have a hired accountant which all seem like responsibilities that could be shared among groups at a lower cost.

Lastly for now, I want to recognize that while our board is dedicated and I feel is a good representation of the neighborhood, elections are not competitive and we often struggle to recruit members. Thus there is a tension between the representative nature of these orgs and the service nature of these orgs. Where is the balance between speaking for the neighborhood and acting as a more neutral staging ground to amplify voices that might otherwise go unheard? I do not have an answer for this question.

Thank you for taking the time to work on this. If I have more comments I will follow up at a later date.

Chris Schommer  
FRN Communications Chair

**From:** Crystal Audi  
**Sent:** Monday, April 30, 2018 9:14 PM  
**To:** NCR  
**Subject:** 2020 Roadmap

Hello,

I strongly believe that neighborhoods would be best served by the community participation program model, because it enables them to be creative in how they serve their communities and create unique funding models that work for them. The pooled services model would benefit some organizations, but restrict many. The grant funded model would require staff or volunteers to spend valuable time applying for grants and would restrict the autonomy of the organizations. Within the current system, organizations have the flexibility and important responsibility of working to best serve their neighborhoods without unreasonable restrictions.

Thank You,

Crystal

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**From:** Steve Wohlford [  
**Sent:** Wednesday, April 18, 2018 6:43 PM  
**To:** NCR  
**Subject:** comments on Neighborhood 2020

Hi -

I have a few thoughts after reading thru "plan for a plan".

1. The "Impact Assessment" based model seems problematic - big established organizations get more money? How do smaller organizations get "up to speed"? Also, I believe there is a typo when it says "Level 1 and 2" and support smaller - isn't Level 1 smallest? I doubt this "support" would be efficient or even welcomed.
2. Pooled model - I see some great benefits in terms of purely administrative functions - payrolls, taxes, insurance --but would be very much opposed to what seems like meddling (website management, newsletters, procedures, etc.) There is no real explanation of how the funding level (after paying for the pool) would be determined for each neighborhood.
3. If it ain't broke don't fix it! I think the basic model now makes a lot of sense and considers many different factors - and that is appropriate. I would support minor reforms such as adding a "results metric" (like option 1) so money isn't just being frittered away. And perhaps a "opt-in" admin pool (kinda like option 2) that is paid for by each neighborhood that wants to participate from their normal funding.

Thanks.--  
Steve Wohlford

**From:** Erica Christ [  
**Sent:** Monday, April 30, 2018 1:06 PM  
**To:** NCR  
**Subject:** Comments on Neighborhoods 202

Good afternoon! What follows are my comments on the Neighborhoods 2020 draft released in February.

I am coming to this with the perspective of having been the Chair of the Whittier Alliance board of directors for nine and a half years (on the board for twelve years) spanning the sunset of NRP through the transition to NCP and the CPP program. I am no longer on the board so these comments are from me as a resident and do not represent the organization and their current leadership.

First and foremost I would like to ask that the document clearly state that funding for neighborhood organizations will be *guaranteed* past 2020. The document does assume that there will be funding but it is important that *guaranteed funding* be stated directly and firmly in the document that is ultimately approved by the City Council.

Clearly a lot of thoughtful work went into this plan and many of the points I wanted to make were already present in the narrative so I will try to avoid redundancies. The one point that bears repeating and elaboration, however, is the issue of the autonomy of neighborhood organizations. This is the most important aspect of the city's relationship to neighborhood organizations. It is often the most vexing and the most complicated, but just as often it is what ensures the most fruitful and creative work done in neighborhoods.

One example of how work done on a small scale by a neighborhood organization led to something much bigger and more spectacular for the city is the Whittier Alliance's Artists in Storefronts program. Seven years ago Nicollet Avenue was riddled with vacant storefronts. A resident of the neighborhood had read about a project done in another city in which artists hung work in vacant storefronts to stem the despair in that area. She approached the Whittier Alliance with a plan which she would execute and asked for a few thousand dollars. The organization approved her request, using money from business corridor funds, graffiti abatement funds, and unrestricted funds in savings. Within weeks she had met and persuaded a handful of property owners and hustled up a dozen storefront windows. Weeks later she started installing artwork. The response was immediately positive and the organization funded a total of five rounds of Artists in Storefronts. The program was noticed by a downtown organization who ultimately hired her to do the same thing downtown. The oft photographed gigantic mural of the faces of Bob Dylan on Hennepin Avenue is a product of her work downtown and it would not have been possible without the neighborhood organization having the discretion to quickly approve a small program and the budgetary control to pay for it on demand.

The document does state in several places that the autonomy of neighborhood organizations is a value that they share, but I would suggest that it is not just autonomy that is important in the relationship between the city and neighborhood organizations, but that, in terms of the service

we provide to residents and the work we do to address issues in the neighborhood, we are the city's equal and the relationship is a peer to peer one.

I can imagine that this is not a widely shared point of view, particularly at the city, nonetheless I make my case for it. Neighborhood organizations are the experts on their neighborhoods, as knowledgeable and riddled with blind spots and all experts are. Neighborhood organizations are often the firewall for the city, taking the brunt of complaints, problems and issues in that part of the city. Neighborhood organizations can take small, specific actions to help deal with (or prevent) problems before they get big. With no legislative or enforcement power, neighborhood organizations must do the difficult work of diplomacy to really flourish. (I am speaking, of course, of neighborhood organizations that have succeeded over the years. I do not make excuses for the ones that struggle and fail. It's hard and thankless work and the failure rate is, not surprisingly, moderate.)

What has made Minneapolis unique among cities all over the country and even the world is the relationships between the city government and the neighborhood organizations. This continued on even after the sunset of NRP. I understand that it is challenging for the city – but if it was easy, we wouldn't be the only city like this! Neighborhood organizations are a frequent and easy target of people unhappy about the city or looking to manipulate the city's budget. But even this lightning rod aspect of neighborhood organizations is vital to the city. People are engaged here in a way that very few other cities can boast. And for many, many of those people the way in was a neighborhood organization – even if it was to complain about one, it was the way in.

So I would ask that the document acknowledge not just the value of autonomy for neighborhood organizations, but neighborhood organizations as being peer organizations to the city. And therefore I would also suggest that part of the job of NCR is to *amplify* the neighborhood voice at the city. Neighborhood organizations know things about their neighborhood that the city does not, they do things that the city cannot, and they share the commitment to the quality of life for the residents. Their needs, ideas, criticisms, problems, and plans should be as important to the city as the city's own.

Lastly I applaud the analysis that more bureaucracy is not good for neighborhood organizations and suggest that reducing bureaucratic processes wherever possible, both internal to NCR and in what is asked of the neighborhood organizations, be stated in the document as an overarching goal. It is easy for the city to lose sight of this, being a body with exponentially more people, money and time than a single neighborhood organization. It needs to be clearly and directly asserted.

Thank for your taking my comments. I look forward to seeing the outcome of the work groups and the new draft of Neighborhoods 2020 later this year.

Erica Christ  
Whittier Resident

**From:** Barbara Jeanetta [  
**Sent:** Thursday, April 26, 2018 10:56 AM  
**To:** NCR  
**Subject:** Comments on Neighborhoods 2020 Roadmap

I wanted to comment on the Neighborhoods 2020 Roadmap because the infrastructure of neighborhood associations has been essential to our work of building and managing affordable rental housing in Minneapolis. Over my 20 years of working in community development and affordable housing, the neighborhood associations have become more attentive to the changing demographics of their communities, open to needs and desires of a wider cross section of interests and active on issues that improve the health and well-being of neighborhoods.

Most recently, Alliance Housing Inc. has worked closely with Longfellow Community Council and the Lyndale Neighborhood Association. We engaged their development and housing committees early around affordable housing projects we wanted to develop and found their processes, interest and knowledge useful and supportive. It would have been nearly impossible for Alliance to engage neighborhood residents on our projects without the neighborhood association.

I was a bit unclear from the roadmap, what source of funding the City planned to invest in maintaining and building the infrastructure of neighborhood associations. The City's ongoing support is essential. Community members are most likely to engage in City issues more directly through their neighborhood association. Good staffing, processes and structure is necessary to do this with quality and professionalism. Likewise, the City and those of us not tied to one single neighborhood have a conduit to introduce and discuss ideas.

The roadmap value statements and critical City issues can be used to set benchmarks and outcomes for the work of neighborhood associations. Some neighborhood associations, especially in areas of long time poverty and under-investment in leadership, may need additional resources and support to set up and maintain structure that can produce intended outcomes.

Best of luck. Thank you for being open to comments from the broader community.

*Barbara Jeanetta, Executive Director*

**Alliance Housing Inc.**

**2309 Nicollet Avenue**

**Minneapolis, MN 55404**

[bjeanetta@alliancehousinginc.org](mailto:bjeanetta@alliancehousinginc.org)

C: 651-503-4569

O: 612-879-7633

[www.alliancehousinginc.org](http://www.alliancehousinginc.org)

**From:** Brad Bourn [  
**Sent:** Monday, April 30, 2018 11:29 AM  
**To:** NCR  
**Subject:** Neighborhoods 2020 feedback

Dear NCR-

Lyndale and Bryant Neighborhood has initial feedback from the neighborhood 2020 draft.

1) We applaud the city's apparent ongoing commitment to fund neighborhood groups beyond 2020

2) Neighborhood organizations can have difficulty giving voices to diverse residents in Minneapolis and we look forward to structural changes from the city that give neighborhoods the tools to focus on inclusion. One large part of this is to free up restrictions on remaining NRP dollars and replacement funding mechanisms. For example, LNA and BNO recently have been trying to launch a rental deposit NRP loan program to encourage renters to move into the neighborhood and overcome some financial barriers associated with with moving. The city informed us this was not an allowable use of NRP dollar as it was considered as the use of funds was considered a "personal expense." Sadly, this creates a divide between who has historically benefited from financial investments with NRP dollars and those who have not. Much of NRP funding throughout the city was invested in homeowners across the city on small improvement loans. Many of the beneficiaries, regardless of zip code, were/are very racially homogeneous. These folks in turn, invested their time and talents in the neighborhoods that invested money in them through NRP loans. Freeing up these remaining dollars to be used for rental loans, payday loan repayments, and other solutions to meet the needs of today's Minneapolitans will help a new, diverse group of people become invested in neighborhoods in the future.

3) LNA and BNO are supportive of a tiered approach model for neighborhood groups that allow for larger tier organizations to support smaller tier orgs. We are not supportive of centralizing administrative functions at the city.

## **Brad Bourn**

### **Executive Director**

#### **Lyndale Neighborhood Association**

Phone (612) 423-9901 (cell)

3537 Nicollet Ave S

Minneapolis, MN 55408

[www.Lyndale.org](http://www.Lyndale.org)

*Lyndale Neighborhood Association is the vehicle for our community members to shape their neighborhood through engaging our diverse community members to build a safe, vibrant and sustainable neighborhood.*

**From:** Jacqueline 1 [  
**Sent:** Thursday, March 22, 2018 9:13 AM  
**To:** NCR  
**Subject:** Programming support for neighborhood associations

Thank you for the opportunity to provide feedback.

I would like to see neighborhood associations funded on a merit basis. How well do they represent the members of the neighborhood? How many people attend the association meetings? Is there transparency and fiscal accountability? Were the projects funded approved by the majority of the members and successful?

I am concerned neighborhood associations are spending money on projects because if they don't they may not get money the next cycle. This does not seem responsible.

Thank you again for the opportunity to participate.

Jacqueline Rodkewich  
[jacquehomemail@gmail.com](mailto:jacquehomemail@gmail.com)  
[612 806 2272](tel:6128062272)

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**From:** Kelly Muellman [  
**Sent:** Monday, March 05, 2018 10:04 AM  
**To:** NCR  
**Subject:** Neighborhoods 2020

Good morning,

I would like to submit comments on the Neighborhoods 2020 plan based on my experience as a past neighborhood Board member, an active volunteer, and a current City employee working with neighborhood associations as a way to engage residents in City programming.

1. I fully support the Value Statements (page 3). However, equity and inclusion should not be an aspirational goal, but fundamental to the core work of neighborhoods. If the "all residents" was the aspiration, please clarify the value statement.
2. Regarding Question #2 – characteristics of an Effective Neighborhood Organization – I support the establishment of term limits for Board members. This is something that may Boards utilize to keep membership fresh and ensure new voices have a chance to lead. An example would be up to three 2-year terms.
3. I fully support merging the NRP Board and NCEC, as there are already so many Boards and Commissions at the City, which take a lot of staff time to support and often have overlapping interest areas.
4. I am particular excited by the structure of potential grant funds beyond the NRP and CPP, based on services provided and ability to demonstrate effective and inclusive engagement of residents. Specifically, I recommend creating a "menu" of services that Neighborhoods could provide and they receive a set amount of funds per service provided. For example, if a neighborhood chooses to be a sponsor of a community garden through the City's Garden Lease Program they could be compensated for a pre-determined number of expected staff hours and tools/resources. As conduits of the City, neighborhood

organizations should be better equipped and expected to connect residents and businesses to City programs and resources.

5. Related to the point above, I support the Pooled Services Model outlined on page 14, combined with the "menu of services" as add-ons for additional funding/programming. My understanding of neighborhood organizations from the beginning was that they were a quasi-government body, an extension of the City's services. We have so many nonprofit and community based organizations that serve other, more clearly independent roles.
6. NCR should survey neighborhood Board volunteers on a semi-regular basis to get anonymous feedback on the effectiveness of their neighborhood. As past neighborhood Board member I didn't feel like I had an appropriate outlet to share questions and concerns I had about staff, programs, etc. that didn't go through the neighborhood staff member. This would be a way to get metrics on neighborhood organizations effectiveness.

If any of the above points need clarification, please let me know.

Sincerely,  
Kelly Muellman  
City of Minneapolis resident (Phillips community)

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-----Original Message-----

From: Kurt Nelson [  
Sent: Wednesday, March 28, 2018 6:47 PM  
To: NCR  
Subject: Please support the neighborhood associations

Please maintain the current level of funding for the neighborhood associations. They are vital to the success of this city.

Kurt Nelson  
Sent from my mobile phone  
612-396-6392

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**From:** Jana Metge <  
**Sent:** Sunday, April 29, 2018 3:55:46 PM  
**To:** Rubedor, David M.; Brodeen, Cheyenne R.; NP Cichowicz; Reich, Kevin A.  
**Cc:** loveloring; Gary Simpson; LaDonna Meinecke; Pat Hafvenstein; john32; Michael English; Sadler, Patrick A.; Simbeck, Greg M.  
**Subject:** Roadmap to Neighborhoods 2020 - Draft

To: NCEC Commissioners  
NCEC Rep Nick Cichowicz  
NCR Director David Rubedor  
Minneapolis City Coordinator  
CM Kevin Reich, NRP Policy Board



## **Public Comment to Neighborhoods 2020 Roadmap submitted by Patricia Vogel**

These are my personal comments on the Neighborhoods 2020 Roadmap. As a Logan Park Neighborhood Board member and a Neighborhood Community and Engagement Commissioner, I participated in the Art of Hosting Conversations that Matter training, the Community Conversations that utilized the AOH training and the 2018 Community Connections Conference workshops. I have also attended at least the past 4 Community Connections Conferences as well as several NCR Learning Labs in the last few years. More recently, I have participated in 2 community discussions with representatives from the other Northeast neighborhood organizations. The Roadmap and the future of neighborhood organizations were the topics of these community discussions

The many conversations I've had at the NCEC and with folks from various neighborhoods inform my input, but my comments are not intended to represent Northeast, LPNA or NCEC.

1. It is my opinion that the basic purpose of Neighborhood Organizations is multi-directional communication between the residents, business owners, city departments and elected city officials. Every neighborhood needs to have the means to gather, discuss and give collective voice to the issues & concerns confronting the community.

Independent neighborhood organizations are not beholden to development interests. Therefore, they provide a check & balance to potential powerful influencers to the city. This is the core vital service that Neighborhood Organizations provide to the city and why the city should continue to fund them.

2. Through the Neighborhood Revitalization Program, many Minneapolis Neighborhood Organizations developed beyond that basic purpose. Expectations on all sides are now higher than basic communication and community engagement. Through this growth, Neighborhood Organizations have remained primarily volunteer based. This is an important consideration when developing policy and proposals for neighborhood organizations to carry out.

### **ACTION ITEMS:**

- All NCR staff should participate in Certified Volunteer Coordination training. Neighborhood staff and boards should be encouraged to participate as well.
  - Develop a city-wide Volunteer Recognition Program. The recognition could be a part of the Community Connections Conference.
3. There has been much concern about the lack of diverse representation on Neighborhood boards. This has been alluded to be at the core of the issue of continued city funding for neighborhood organizations. The Roadmap does not offer any direct solution to this issue. In my opinion, Options 1 & 2 are offered as indirect solutions. The assumption would be that larger entities (Tier 3, District Councils) would be more representative. Larger entities may allow for more recruitment of renters and disadvantaged communities by NCR and organization staff, possibly with a stipend inducement.

I feel it is equally possible that larger entities would actually be a barrier to true participation and relationship building that is at the core of the work that neighborhoods do. Under-represented groups may find it even more intimidating to join larger, more bureaucratic entities. I think we need to find better ways to address this issue.

➤ ACTION ITEM

Develop Leadership Training Program that works with BOTH Neighborhood Organizations and Community Organizations.

4. To actually make any sustainable and effective change, we need to define the following:

- What are the Expectations of Neighborhood Organizations by NCR and the elected officials?
- What are the Expectations of Neighborhood Organizations of themselves and of NCR, other city departments and elected officials?
- What is the Capacity of Neighborhood Organizations to achieve the expectations of NCR and elected officials?

In many discussions in the last year, I have heard general comments and expectations that neighborhood organizations should be major players in addressing the equity issue in Minneapolis. I agree that neighborhood organizations should most definitely be a part of a city-wide conversation on this extremely complicated and emotional issue, but the reality is that neighborhood organizations do not have the capacity to lead on this issue.

The magnitude of this issue demands a city-wide initiative that involves neighborhoods, NCR, all city departments, cultural community organizations, service organizations, businesses and residents and elected officials at all levels.

**The issue of equity cannot be effectively addressed by parsing it out to 70 bite-sized mostly volunteer organizations. Nor will progress be made by re-defining the current structure of neighborhoods, i.e. options 1 & 2 of the Roadmap. The significant changes contained in these options will create disarray and distraction from what we are attempting to accomplish.**

If NCR and the elected officials of Minneapolis are committed to addressing the issue of equity in our city, please look to the efforts of the Minneapolis Public Schools. In 2016, they created a Framework of Equity policy. This policy contains several practical actionable components. One component is having a trained Equity Lead to serve on the Leadership Team in each school and advise on school policy and procedure. Another component is when any major policy decisions are being considered, an Equity and Diversity Impact Assessment must be completed. <http://www.mpls.k12.mn.us/edia>

ACTION ITEMS

- Develop Equity Training for NCR and all city departments and neighborhood staff and volunteers. Provide funding for neighborhood organizations to cover staff time.
- Develop and use an Equity & Diversity Impact Assessment before implementing changes to the current system of Neighborhood Organizations.
- Create a focus group of residents, neighborhood staff and community organizations from all areas of the city to oversee the planning process of the fore-mentioned Action Items.

**SUMMARY:** Neighborhood Organizations need to be supported and celebrated. Volunteers need to be recognized. Diverse leadership needs to be created and worked into the fabric of neighborhood organizations. Expectations need to be defined and agreed upon. Equity needs to be addressed on the city-level.

Patricia Vogel  
Minneapolis resident

Cc: CLPC Board  
Downtown Neighborhood Group  
Greg Simbeck, NCR Specialist

Fr: CLPC Board of Directors  
Jana Metge, Executive Coordinator

Date: April 29th, 2018

Re: Roadmap to Neighborhoods 2020  
Public Comment Period

Dear Commissioner Cichowicz,

Thank you for this opportunity to respond to the document 'Roadmap to Neighborhoods 2020'. Our Executive Committee members have attended NCEC meetings, organized and hosted a Neighborhood 2020 Gathering at Plymouth Church, have testified at various NCEC meetings, and have reviewed this document.

There are some comments we will point to within the document, but our comments will be aimed at larger structural and philosophical changes which need to occur for everyone to succeed.

POINT 1:

Neighborhoods Provide a Core and Vital Service to the City of Minneapolis.

Our Councilmember, by Council Action, got this into the Minneapolis Comprehensive Plan 2040 document after 39 neighborhoods, the NRP Policy Board, and the NCEC unanimously supported the removal of prioritized language from this Comp Plan engagement document stating 'Abolish Recognition of Neighborhoods'.

Yet this language appears nowhere within this 'Future of Neighborhoods' document.

POINT 2:

Core Principles of Community Engagement

These Principles were approved by the Minneapolis City Council in December 2007.  
They state:

- The Right to be Involved - Based on the belief that those who are affected by a decision have a right to be involved in the Decision-making process.
- Contributions will be thoughtfully considered.
- Recognize the needs of All.

- Seek out Involvement - Public Participation seeks out and facilitates the involvement of those potentially affected by a decision.
- Participants design the Participation.
- Adequate Information - That Neighborhoods get the Information they need to make informed decisions.
- Known affect of Participation - That those who participate get to see how their input affected the decision/outcome.

Neighborhood Organizations still operate by these Principles. We do not see city departments oriented on them, nor new elected Officials, and many City Departments and Commissions are even aware they exist. This was an unanimous City Council Action.

Why do these Principles not appear in the 'Roadmap 2020 document?

#### POINT 3: Funding

Neighborhood Organizations need flexible, multi year funding.

Criteria should be established and weighted utilizing the technical expertise of CPED Finance Staff who have put together formula based funding criteria for decades.

A formula based system is the ONLY option which will ensure equity, objectivity, transparency and fairness. NCEC should determine indicators, prioritize and weight them. NCEC has done a great job of holding listening sessions to determine what the end goal is - how Engagement will get us there - and what amount of funding is needed to meet that capacity need and city expectation.

For Neighborhood Organizations to conduct strategic planning and/or project development and implementation based upon arising issues and neighborhood priorities, funding must be flexible and multi-year. It would be impossible to implement Engagement on a case by case basis awaiting contract development and funding. Issues come up every day which neighborhoods organize on. If you want neighborhoods to be successful and meet expectations articulated in the Neighborhoods 2020 gatherings, funding must be multi year and flexible.

#### POINT 4: City Structure & Support for Neighborhoods

Following are suggestions for what we believe is needed structure to enable Neighborhood Organizations to meet funding expectations; Roles & Responsibilities for Neighborhood success.

Neighborhood Community Relations Department shall:

- Provide adequate staffing of Neighborhood Specialists as recommended in the BIKO evaluation of the NCR Department;
- Implement the Recommendations of the BIKO Report;
- Provide adequate staff support to the NCEC to ensure their success;
- Champion Neighborhood projects and causes and provide technical support as requested by Neighborhoods;
- Follow through on NCEC decisions and projects, providing tech support as requested;
- Provide to the NCEC and post on the website all expenditures of TIF funding and the Administrative expenditures of tax dollars with Outcome based reporting;
- Provide General Liability Insurance to Neighborhoods which includes coverage for special events;
- Provide professional training opportunities for neighborhood volunteers & staff;
- Reconstitute the Partnerships with University of St Thomas Minneapolis and the Humphrey Institute/CURA for ongoing professional development opportunities; and
- Ensure that either the NCR Director or Deputy Director attend all NCEC meetings where Public Comment occurs.

City Departments shall:

- Know and abide by the Council approved Principles of Community Engagement;
- Ensure timely notifications to Neighborhood Organizations to ensure effective outreach and engagement;
- Respect the Value of resident voices;
- Respect that residents do have a say on how their tax dollars are spent;
- Develop partnerships with Neighborhoods coordinating Neighborhood Organizations and Community Organizations together, thus aiding to enhanced social capital.

NCEC shall:

- Develop job descriptions for all Commissioner seats and for Officers;
- Develop workplan & expectations for Support Staff to the NCEC Commission;
- Develop a Grievance procedure for Neighborhood Organizations who wish to file a complaint regarding the Neighborhood Relations Department, its staffing and/or violations of its stated policies and/or city policies;
- Develop mechanisms to communicate with Districts NCEC Commissioners represent;
- Elect Commissioners with job descriptions and election date posted no less than 60 days in advance. NCEC to recommend the appropriate number of Commissioners;
- Coordinate quarterly presentations of neighborhood organization work to our City Council Committee quarterly;
- Set policy that Commissioners must have neighborhood experience to apply - this could be with a community organization but familiarity with Neighborhood Organizations is preferred - This will only build the neighborhood social capital and its capacity;
- Appoint three (3) Reps to NCEC - City Council, Mayor, & Park Board - Define job descriptions and experience preference in all open appointment processes;
- Work with Neighborhood Organizations to broaden attendance at Commissioner Elections, possibly creating a city wide networking event; and
- Provide opportunities for Public Comment at no less than 4 NCEC meetings annually.

NRP Policy Board shall:

- Be a multi jurisdictional board with a set number of neighborhood reps as determined by NCEC;
- Meet quarterly and review all TIF expenditures to ensure compliance to the NRP Law;
- Meet quarterly and request neighborhoods to report in person on projects utilizing CPP/NRP funds;
- Present a report quarterly to the Minneapolis City Council on the projects and activities of Neighborhood Organizations;
- Annually organize for the Policy Board and interested Councilmembers a Tour of Neighborhood Organizations and projects funded by NRP funds; and
- Be adequately staffed by the NCR Department so that meetings are productive and serve a purpose.

#### POINT 5: Specific Feedback on Roadmap to Neighborhoods 2020

'Under Core Services' - The Relationship between a 501c3 Independent Minnesota Non Profit and a Minneapolis City Council member or City staff is one of check & balance, accountability. It is not about 'being partners'. There are many projects where the Council and city staff and neighborhoods will partner, but defining that role as a 'partnership' is inaccurate. Just as Neighborhood Organizations are held accountable by the City, Neighborhood Organizations have a role to ensure that stated policy, verbalized goals, and values are also held accountable. This is a huge role of a Neighborhood - is the neighborhood getting the services it should? Is communication effective between City Depts and the Neighborhood? Are City approved actions actually happening in the neighborhoods? Are neighborhoods getting information timely enough to organize? Are their improvements needed to City or Neighborhood services? A 'Partnership' is not an appropriate term for these interactions.

'Utilization of City dollars' - Neighborhoods more times than not, leverage Awarded City dollars. They raise additional dollars to expand a project. They organize neighborhood talent and expertise, at no charge to the City, which also is leverage of neighborhood resources.

An 'Engagement System' is NOT constant. It is fluid. It will ebb and flow as demographic changes occur, new Volunteers get involved, other volunteers retire, and as volunteers have the ability to volunteer their personal time to any Engagement Initiative. It is not a formula and it is not constant. It can vary day to day, month to month, and year to year.

'Increasing Rental population' - The Roadmap document infers that the growing rental population is low income. There needs to be statistical research done on this assumption. The majority of rental in Downtown, North Loop, Elliot Park, Loring Park, Uptown, Lyndale Avenue, and the Midtown Greenway has been rental for Upper Income folks. New rental that is helping to drive up rental prices and ultimately pushing lower income tenants and small family owned businesses out of this City. Research should be done on the racial mix of tenants and businesses being priced out by market driven development and policies adjusted/developed accordingly. Most of the rental being built can not even be afforded at 60% AMI by many in the City. This is a

HUGE issue for Minneapolis. But, drawing an analogy between new rental and the increase of minority low income renters may be very inaccurate and the comments made in this document misrepresentative.

'Critical Issues' - Affordable housing must be maintained, not only by limited available public funding-but also by public policy and by directing future development to ensure a mix of incomes and housing opportunities for all citywide, which support stated city goals.

'Option 3 Funding' - There appears to be listed in the document a lot of 'cons' which could be listed under any non profit, not just a Neighborhood Organization and could also be listed under all proposed funding options.

'Fiduciary consistency' - Maybe a starting place would be to review the model used to ensure fiduciary consistency with One Minneapolis Grants. Ensure adequate NCR Neighborhood Specialist capacity to provide Technical Assistance as requested. The NCR Philosophy should be one of strengthening Neighborhood Organizations, not one focused in Regulation and Enforcement.

'Review of proposed Funding Options' -

Funding Option #1 - Smaller neighborhoods have just as much to teach and mentor as larger neighborhoods, maybe more. Look at East Phillips Neighborhood. They saved Phillips Pool - created a Green Institute - Stopped Powerlines in the Greenway by organizing structured testimony to EPA - Developed Safety Strategies & Tools now utilized downtown & citywide and Initiated an Urban Farm Development at the city owned Roof Depot site. There appears to be Faulty rationale with the explanation of this option.

Additionally, NCR needs to provide the adequate number of staff to be able to provide timely and efficient staff support for Neighborhood Organizations. This Option presents a model for larger, more experienced neighborhoods to take on smaller, less experienced neighborhoods. It appears that the suggestion is for Neighborhoods to do NCR's job for them in training and supporting new neighborhoods vs hiring & training an adequate number of Neighborhood Specialists. Neighborhood Organizations have enough work to do. Neighborhoods continually mentor and help each other out all the time as capacity allows. It is the nature of our work. This is not a funding model.

Funding Option #2 - It is not a 'pro' to have NCR out in a neighborhood. It can cause chaos and divisiveness if not managed well. It is also not a Sustainable approach. Neighborhood and Social Capacity grows as residents take on volunteer opportunities, get involved, build relationships with each other. House x House, Block x Block.

Read the Harvard Report on 'Collective Efficacy'.

NCR should be providing technical support upon request, participating with their assigned neighborhood's activities, and reporting back to NCR Administration on Neighborhood Organizations' projects.

It is disappointing to not see reflected in this document the positive and good discussions and the compromises on priorities which came out of the World Cafe Neighborhood 2020 Gatherings facilitated by Dave Ellis.

These gatherings provided an excellent example of how neighborhoods - NCEC - the City - Community Organizations - Institutions can come together to deepen relationships, understandings of differing points of view, generate new and creative ideas, enhance cultural awareness, and compromise on prioritization of neighborhood issues. And the leadership training beforehand was icing on the cake. A marvelous model.

A current example of a perfect NCR Specialist in his role - Greg Simbeck - Greg attended a board meeting, introduced himself and his role. Then he came to an event, met residents and board members, heard critical issues and concerns, and is 'in touch' with the Loring Park Neighborhood. We know he is available to meet and problem solve should we get stuck on an issue or difficulty getting thru to a city department. He has also contacted our Coordinator to remind about deadlines, pass on resources & opportunities, and research questions/needs then providing requested information. A perfect example of an effective and helpful Neighborhood Specialist.

Additionally, the document states that NCR could be providing 'translation services and outreach assistance' with this model. Is that not what Access & Outreach Specialists are doing or should be doing now?

NCR 'out in Neighborhoods' would be like the Governor's staff coming in and telling cities what to do, directing staff and Councilmembers. It is not an appropriate role for the NCR Department.

Everyone should already be working together, building the capacity for equity, and providing opportunities for all to be involved.

Funding Option #3 is multi year, flexible, objective, and formula based funding. What we have now, what we had throughout NRP, what we had for MCDA Citizen Participatory funding prior to that. Yet, it is written in such a way in this document that there is a foregone conclusion that this funding option does not work.

Why?

NCR should provide to NCEC and neighborhoods a point by point analysis of why this Option does not work. We suggest that it does work. That it should be evaluated and possibly tweaked a bit, but it is the only fair, transparent, objective Option.

The new Option #4 - Fund on partnerships - Partnerships are hard and fragile. They are relationship based. When they work well, they certainly expand neighborhood capacity and outreach. But, it does not take a lot for a partnership to fall apart. Many times community organizations and neighborhood organizations compete for the same funding. Also, keeping Organizations true to fulfilling Community needs many times impact a partnership. Partnerships



are a great way to build a diverse board and an excellent teaching model for Outreach. It is not a viable solution to use as a funding guide for Neighborhood Organizations.

'Neighborhood Program' - This begs the question - what do neighborhoods do?

It is apparent from this document that the writers really don't know what makes neighborhoods unique and critical to the City of Minneapolis;

- They expand and develop a neighborhood's social capital.
- They create a Sense of Place.
- They create a Safety Net where you live.
- They build Relationships house x house and block x block.
- They are proactive and plan for their area.
- They are reactive and respond to critical issues as brought to them by the community.
- They work to ensure a safe and Livable community.
- They network and ensure accessible youth programs.
- They put together events, meetings, and forums to bring people together
- They are place based in their approach.
- They create innovative solutions that the City has not the capacity to do.
- They are intergenerational in all they do.
- They generate funds to continue to revitalize their community.

Defining as a 'PROGRAM' does a disservice to the definition of a Neighborhood Organization. This is a narrative for a Social Service Organization. That is not what Neighborhoods are.

The City, the County, the Park, the State, MNDOT, Public Works, and proposed housing developments will always occur. Neighborhoods will always have a task of providing an opportunity and/or information for residents to give input and shape a project. There will always be discussions on safety. There will always be work to expand park & youth programs & events. There will always be a need for debate - discussion - compromise - solution development. There will ALWAYS be projects in a neighborhood and whether it is Phillips or Jordan or Kenwood. Volunteers share a piece of themselves to create solutions - programs - opportunities to enhance their community

'There shines forth fleetingly the ever present truth, that each and every individual based on their own sufferings and joys, builds for us all.'

Neighborhood Organizations are a piece of the Web within the City of Minneapolis.

This builds a Neighborhood.

Neighborhood Organizations provide a crucial role - Neighborhoods provide a Core & Vital Service to the City of Minneapolis.

End of Comments. 4/29/2018