

# VICTORY NEIGHBORHOOD

SPONSORED BY



**Minneapolis Neighborhood Revitalization Program**

**Victory Neighborhood  
NRP Phase II  
Neighborhood Action Plan**

**September 26, 2007**

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## **Definition of Terms**

Absentee Landlord – an economic term for a person who owns and rents out a profit-earning property, but does not live within the property's local economic region.

CCP/SAFE – Minneapolis Police Department's Community Crime Prevention/Safety For Everyone

CDC – Community Development Corporation

CPED – Minneapolis Community Planning and Economic Development Department

CLCLT – City of Lakes Community Land Trust

DFD – Development Finance Department

HC – Hennepin County

HRC – Housing Resource Center

LISC – Local Initiatives Support Corporation

MCCD – Minneapolis Consortium of Community Developers

MPD – Minneapolis Police Department

MPRB – Minneapolis Park and Recreation Board

MPS – Minneapolis Public Schools

N/A – Not applicable

NRP – Neighborhood Revitalization Program

ViNA – Victory Neighborhood Association

MN DNR – Minnesota Department of Natural Resources

MDPW – Minneapolis Department of Public Works

## EXECUTIVE SUMMARY

### Plan Overview

**A: Housing** **Total \$302,570**

The neighborhood survey demonstrated that many people live in the Victory Neighborhood for the well maintained and attractive homes. Residents were very concerned about the quality and number of rental properties in the neighborhood. The Victory Neighborhood has a high percentage of owner occupied housing and has had great success with residents utilizing the Phase I Home Improvement loans.

Additional programs include working with a land trust, a loan for rehabilitation of vacant housing by non-profits, a program to offer reimbursement to residents who improve the safety of their property and a housing coordinator.

**B: Non-Housing** **Total \$177,700**

**1. Livability** **Total \$18,750**

The Victory Neighborhood Livability standing committee is tasked with addressing concerns of residents. Their focus has been on safety of people and property, as well as strengthening the neighborhood through strong block club participation. Toward these ends, this plan proposes creation of a graffiti removal team, ablock club improvement program, ,support of the Victory Youth Corps and a safety coordinator.

**2. Community Building** **Total \$26,750**

This plan contains several programs to increase the sense of community in Victory. ViNA will connect with residents through a Neighborhood Ambassador program and an updated welcome strategy for new residents. Youth in Victory will continue to receive support through organized activities and a new liaison with Loring Community School and the neighborhood. Lastly, neighborhood events will encourage block clubs to participate to increase participation in events.

**3. Environment** **Total: \$49,689**

The goal of the Environment section is to preserve, enhance and protect Victory Neighborhood's natural amenities.

**4. Economic Development** **Total \$34,484**

The neighborhood's commercial districts are a vital component of the Victory Neighborhood and it is essential that existing businesses are maintained and that new businesses are attracted to the neighborhood. To create a viable and livable neighborhood the NRP Steering Committee worked to create programs that would increase patronage to existing business and attract new businesses of

interest to neighborhood residents.

**5. Neighborhood Association**

**Total \$48,027**

The Victory Neighborhood is a changing neighborhood with an increase in new, younger residents and a more diverse population making it vital that the neighborhood have a strong neighborhood infrastructure. To achieve this goal the Victory neighborhood has already created a Neighborhood organization (ViNA) that is supported with a part-time staff member. The role of ViNA is to assist Victory residents by being their liaison with the city of Minneapolis, keeping the neighborhood informed about ongoing events and building a sense of community.

**NEIGHBORHOOD DESCRIPTION**

**Neighborhood Geography**

The Victory Neighborhood is part of the Camden Community located in the northwest corner of Minneapolis. The Victory Neighborhood is named for Victory Memorial Drive which runs through the neighborhood. Victory Memorial Drive was dedicated in 1921 to honor the memory of all Hennepin County soldiers who died in World War I. The drive was rededicated 75 years later, in 1996, to honor all Hennepin County soldiers who sacrificed their lives for our country. Victory Memorial Drive is also part of the Grand Rounds parkway and bike path circuit. Victory Neighborhood is bounded by Dowling Avenue on the south, Xerxes Avenue North on the west, the Canadian Pacific rail yards on the north, and Newton Avenue North on the east.

**Neighborhood Demographics**

According to the 2000 US Census there are 4,975 residents in the Victory neighborhood in approximately 2,000 households. This is a 3.3 percent increase of residents in the Victory neighborhood since 1980. The largest area of population growth in the neighborhood came from the three youngest age groups. There was a 44 percent increase in residents from 25 to 44 years old, a 38 percent increase between the ages of 5 to 17 and a 21 percent increase in children age 5 and under. The increase in younger residents combined with a 50 percent decrease in residents between the ages of 64 to 85 years old has brought a new generation of residents to the neighborhood.

In addition to an increase in a younger demographic, the ethnicity of the neighborhood has become more diverse. Even though the neighborhood was 70 percent white in 2000, this demographic fell by 1,160 residents, nearly 25 percent. The African American residents in the neighborhood grew to 761, around 15 percent. The Victory neighborhood also includes 6% Asian, 2% Hispanic and 1% American Indian residents.

Victory Neighborhood Map



Victory  
Land Use Map

Source: City Assessor  
Data as of July 2006  
Scale: 1:10,500



Legend (See Glossary Click Here)

Single Family, Duplex and Triplex	Commercial	Industrial, Warehouse, Factory	Sport & Recreation Facilities
Condo and Townhouse	Office	Utilities	Parks & Open Space
Apartment	Residential Common Area	Institutional	Vacant Land
Group Residence	Garage or Misc. Residential	Mixed Use	No Data

## **PLANNING PROCESS**

Recruitment for the Victory Neighborhood NRP Steering Committee started in the spring of 2006. Information regarding committee positions was posted in the Camden News and announced at ViNA meetings. In June of 2006, interested residents met to get more detailed information about Phase II of NRP funding and to determine interest in the committee. The first Victory Neighborhood NRP Steering Committee was held on June 21st, 2006. All meetings were open to all neighborhood residents and were promoted through the ViNA meetings, website and the livability committee meetings.

Committee members attended the Annual Victory Neighborhood Ice Cream Social on June 28th, 2006 and surveyed neighborhood residents about what they liked and disliked about the neighborhood and also what programs they would like to see. This information was compiled and used to form the written survey that was mailed to the residents on October 6th. The committee met monthly June through September to work on this survey. 2,018 surveys total were mailed and residents were given the option to return surveys via US mail or answer the questions online. The survey officially closed on November 9th, 2006. 235 residents completed the survey, giving the survey about a 12% response rate. Answers from the survey were compiled, analyzed and presented to the neighborhood at a ViNA meeting on January 24<sup>th</sup>, 2007.

From February 2007 on, the committee met weekly to develop the Victory Neighborhood Phase II Draft plan. Neighborhood residents were recruited for focus groups through the NRP survey, Camden News, ViNA meetings and meetings of the Victory Neighborhood livability committee. The focus groups were held in early March 2007. Information from the focus groups was used in creating programs for the rough draft. A rough draft of the plan was presented to the ViNA board on April 4th, 2007 and then to the neighborhood on April 25th, 2007 at the monthly ViNA meeting. A draft of the plan was presented to the ViNA board on May 2nd, 2007 and a final plan presented on August 3<sup>rd</sup> 2007. The thirty day notice to the neighborhood was given in the Victory Newsletter, the July ViNA meeting and through the Camden News. Neighborhood approval is scheduled for September 26<sup>th</sup>, 2007.

## **HOUSING**

### **A: Housing – Home improvement loan funding**

**Goal 1:** Maintain a high quality housing stock and promote safety and affordability for all housing properties, including owner-occupied, single occupancy rental and multi-occupant rental.

**Objective 1:** Increase participation in the ViNA Home Improvement Loan Program.

**Strategy 1:** Expand the ViNA Revolving Home Improvement Loan Program.

**Relates to City Goal:** Foster the development and preservation of a mix of quality housing that is available and affordable, meets current needs and promotes further growth.

**Rationale:** The Phase I loan programs have received excellent reviews from the neighborhood, and so should be continued. The focus groups identified the loan amount limits as being too restrictive. Increasing the loan amount limitations will allow residents to fund larger remodeling projects. By making this program more flexible, there will be more participation in the ViNA home improvement loan program.

**How:** Increase the loan amounts to a reasonable level to support common larger home remodeling efforts. To prevent the increase in loan size from significantly decreasing the number of available loans, add money to the revolving loan program pool as well.

**Partners:**

Victory Neighborhood Association  
Third Party Program Administrator

**Schedule:**

2008-- \$28,000  
2009 -- \$0  
2010 -- \$24,000  
2011-- \$49,070

**Resources:** NRP \$101,070

**Contract Administrator:** DFD



**A: Housing** – Increase visibility of ViNA Housing Loan Programs

**Goal 1:** Maintain a high quality housing stock and promote safety and affordability for all housing properties, including owner-occupied, single occupancy rental and multi-occupant rental.

**Objective 1:** Increase participation in ViNA Housing Loan Programs

**Strategy 2:** Develop programs to increase visibility of VINA Housing Loan Programs

**Relates to City Goal:** Foster the development and preservation of a mix of quality housing that is available and affordable, meets current needs and promotes further growth.

**Rationale:** The current VINA home improvement loan program has been extremely successful and it is expected the new loan programs will follow suit. To be successful each loan program must be utilized to its full potential. According to the survey, over 50% of respondents were not aware of the neighborhood's current home improvement loans. ViNA must make sure the new loans are utilized, making the programs and Victory Neighborhood more sustainable.

**How:** Make all residents aware of ViNA Housing Loan Program through various methods available. This may include but not be limited to utilizing the housing coordinator to perform direct mailing of home improvement loan information to all residents, advertisements in appropriate media, including materials in new resident welcome kits and participation in housing fairs. In addition, the housing coordinator will work with the neighborhood and City of Minneapolis Inspections to identify properties in less than average condition or tagged by the city for repairs. The housing coordinator and those designated by the coordinator may then specifically contact these properties through methods such as direct mailing or direct contact to help make them aware of ViNA loan programs. Efforts mentioned above will be repeated after several years to reach new residents that have moved into the neighborhood.

**Partners:**

Victory Neighborhood Association  
Housing Inspections, City of Minneapolis

**Schedule:** ongoing

**Resources:** \$0. See Housing Coordinator A.1.5.1

**Contract Administrator:** NRP

**A: Housing – Rental Advisory Committee**

**Goal 1:** Maintain a high quality housing stock and promote safety and affordability for all housing properties, including owner-occupied, single occupancy rental and multi-occupant rental.

**Objective 2:** Ensure rental properties with absentee-owned landlords are properly maintained and provide, safe, high-quality living conditions for tenants.

**Strategy 1:** Develop a program to increase monitoring of rental and problem properties and communication between the neighborhood and the owners/occupants of these properties.

**Relates to City Goals:** Foster the development and preservation of a mix of quality housing that is available and affordable, meets current needs and promotes further growth.

**Rationale:** A majority of neighborhood residents expressed concern regarding maintenance of rental properties in the neighborhood.

**How:** Create a rental property advisory committee that may have duties such as identifying rentals, making sure rental properties are properly licensed, evaluating complaints against the property and communicating with landlords as needed via direct contact or mail. This committee will be headed by the housing coordinator or other ViNA representative. There could be overlap for this committee to also work with properties deemed to be “problem properties” as determined by the neighborhood in the same fashion. This committee will also contact tenants through mailings and advertisements to engage and include them in the process of monitoring and improving rental properties in the neighborhood.

**Partners:**

Victory Neighborhood Association

**Schedule:** ongoing

**Resources:** \$0. See Housing Coordinator A.1.5.1

**Contract Administrator:** N/A

**A: Housing – Community Land Trust Program**

**Goal 1:** Maintain a high quality housing stock and promote safety and affordability for all housing properties, including owner-occupied, single occupancy rental and multi-occupant rental.

**Objective 3:** Stabilize number of rental properties within the neighborhood.

**Strategy 1:** Partner with community land trusts to encourage owner-occupied, affordable housing in the neighborhood.

**Relates to City Goal:** Foster the development and preservation of a mix of quality housing that is available and affordable, meets current needs and promotes further growth.

**Rationale:** A majority of neighborhood residents expressed concern regarding the number of rental properties in the neighborhood. Working with a land trust ensures that properties within the neighborhood will remain owner-occupied over the long term.

**How:** Partner with a community land trust to make well-maintained affordable housing available indefinitely in Victory neighborhood.

The partnership could work like the existing partnerships between the City of Lakes Community Land Trust (CLCLT) and several Minneapolis neighborhoods. The neighborhood agrees to offer a specific amount of money per house and for a limited number of houses. The funds would assist in home purchases through a CLCLT program that lets home buyers select properties, then approach them for funding. At time of purchase, the land trust takes ownership of the land and the purchaser takes ownership of the home.

**Partners:**

City of Lakes Community Land Trust

**Schedule:**

2008 -- \$20,000  
2009 -- \$0  
2010 -- \$0  
2011-- \$ 40,000

**Resources:** \$60,000

**Contract Administrator:** CPED – Single Family Housing

**A: Housing** – Rehabilitation of vacant properties

**Goal 1:** Maintain a high quality housing stock and promote safety and affordability for all housing properties, including owner-occupied, single occupancy rental and multi-occupant rental.

**Objective 4:** Assure a minimum level of maintenance for Victory properties.

**Strategy 1:** Target investment in vacant, dilapidated properties for rehabilitation for new owner-occupants.

**Relates to City Goal:** Foster the development and preservation of a mix of quality housing that is available and affordable, meets current needs and promotes further growth.

**Rationale:** Victory neighborhood contains several homes which have been vacant for years and the owners do not perform basic maintenance on the properties. The city mows the yards when the grass gets knee height, snow is not removed in the winter, and leaves are not raked in the fall. As a result, the properties look bad and cause a variety of problems for nearby residents. Because the current owners have not been responsible property owners, the homes need to change hands to get proper maintenance.

**How:** The neighborhood will work with residents to identify vacant properties that are not being maintained. The neighborhood will work with housing rehabilitation organizations to contact the property owners and negotiate purchase of the homes by those organizations. The purchasing organization will be eligible for a revolving loan for the purchase of such homes.

Organizations who may be interested in a collaboration like this include, but are not limited to Urban Homeworks and Habitat for Humanity.

**Partners:**

- Victory Neighborhood Association
- Housing Resource Center
- Habitat for Humanity
- Urban Homeworks

**Schedule:**

- 2008 -- \$58,060
- 2009 -- \$1,940
- 2010 -- \$10,000
- 2011-- \$22,500

**Resources:** NRP \$92,500

**Contract Administrator:** CPED – Single Family Housing

**A: Housing – Safety enhancing improvements**

**Goal 1:** Maintain a high quality housing stock and promote safety and affordability for all housing properties, including owner-occupied, single occupancy rental and multi-occupant rental.

**Objective 4:** Assure a minimum level of maintenance for Victory properties.

**Strategy 2:** Offer rebates to reimburse home owners for making safety enhancing improvements to their property.

**Relates to City Goal:** Build communities where all people feel safe.

**Rationale:** Funding of new safety equipment will help to increase safety and prevent crime.

**How:** Provide rebates to home owners to reimburse them for making safety enhancing improvements to their streets, alleys, yards, and homes. This may include, but not be limited to motion triggered lights, yard lighting, dead-bolt locks, and window locks.

Residents would be eligible for a small rebate if they have attended a seminar by CCP/SAFE or another ViNA-approved program on home safety. If necessary, ViNA will organize such seminars.

To receive reimbursement, residents must present receipts for their improvements and allow a ViNA representative to verify or inspect the improvement. The maximum rebate would be 50% of project cost, not to exceed \$200 per residence.

**Partners:**

- Victory Neighborhood Association
- Victory Neighborhood Association Livability Committee
- Minneapolis Police Department
- CCP/SAFE
- Community Newspapers
- Northside News

**Schedule:**

- 2008 -- \$1,500
- 2009 -- \$2,500
- 2010 -- \$2,500
- 2011 -- \$3,500

**Resources:** NRP \$10,000

**Contract Administrator:** DFD

**A: Housing – Housing Coordinator**

**Goal 1:** Maintain a high quality housing stock and promote safety and affordability for all housing properties, including owner-occupied, single occupancy rental and multi-occupant rental.

**Objective 5:** Ensure that all new and existing Victory neighborhood housing programs are administered in an organized and timely fashion.

**Strategy 1:** Retain the services of a housing coordinator to implement housing programs within the Victory neighborhood.

**Relates to City Goals:** Strengthen the City government management and enhance community engagement.

**Rationale:** Based on feedback from neighborhood residents, several new housing programs are proposed by this plan. To ensure the programs are organized and effective will require someone dedicated to just this task.

**How:** Hire a part-time housing coordinator to implement all housing programs. The housing coordinator's duties could also include but not be limited to working with city staff to develop implementation contracts, researching housing-related grants, overseeing the rental advisory committee, counseling those in foreclosure and directing them to appropriate agencies, promoting ViNA loans and directing residents to appropriate neighborhood loan programs, recruiting volunteers, helping supervise housing events, hearing resident's housing concerns, working with media to promote programs, and contacting residents through direct mailings regarding programs. The work product completed by this position should facilitate continuation of the Housing Coordinator responsibilities with volunteers , if necessary.

**Partners:**

Victory Neighborhood Association

**Schedule:**

2008 \$19,700  
2009 \$9,300

**Resources:** NRP \$29,000

**Contract Administrator:** NRP

<b>Budget:</b>	<b>2008</b>	<b>2009</b>	
Personnel:	\$15,200 (\$19/hr –800 hrs.)	\$6,560 (\$20.50/hr – 320 hours)	
Communications and Expenses	\$4,500	\$2,740	
Total	\$19,700	\$9,300	\$29,000

**A: Housing** – Foreclosure prevention

**Goal 2:** Encourage and assist Victory Neighborhood residents of owner-occupied housing to remain long term residents.

**Objective 1:** Prevent foreclosures within the neighborhood.

**Strategy 1:** Provide neighborhood residents with information on programs available to help those facing foreclosure.

**Relates to City Goal:** Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities

**Rationale:** Over the past year, the north side in particular has been plagued by foreclosures and this has trickled into the Victory Neighborhood. Foreclosed properties are more likely to become vacant, vandalized or rental properties. They can also bring down property value for those residences around them.

**How:** At this time, The City of Minneapolis' 311 line can assist those facing foreclosure and get them in touch with organizations for this. As more foreclosures occur, it is likely that more proactive programs may be developed within the city. The Victory Neighborhood will serve as a resource for its residents and guide them to the appropriate program/office.

**Partners:**

Victory Neighborhood Association  
City of Minneapolis

**Schedule:** ongoing

**Resources:** \$0. See Housing Coordinator A.1.5.1

**Contract Administrator:** N/A

**A: Housing** – Expand emergency home loan

**Goal 2:** Encourage and assist Victory Neighborhood residents of owner-occupied housing to remain long term residents.

**Objective 2:** Expand participation in the ViNA emergency home repair grant program created by Phase I.

**Strategy 1:** Develop and implement an emergency home loan program.

**Relates to City Goal:** Foster the development and preservation of a mix of quality housing that is available and affordable, meets current needs and promotes further growth.

**Rationale:** Low income home owners that require immediate funding to keep their home habitable may need a small infusion of money to stay in their homes. The neighborhood can make a big difference in the lives of residents through this popular outreach program.

**How:** Offer a loan to low income residents for “emergency” repairs. Emergency repairs are those required to keep the house in a livable state such as repairing a roof, replacing a furnace, or solving a mold issue, to name a few. These loans would provide for an extended interest free loan period for as long as the owner remains in the house

**Partners:**

- Victory Neighborhood Association
- Third-Party Program Administrator

**Schedule:**

- 2008 -- \$5,000
- 2009 -- \$0
- 2010 -- \$0
- 2011 --\$5,000

**Resources:** \$10,000

**Contract Administrator:** DFD

Victory Neighborhood Association  
**Comment:** This was changed from a forgivable loan to an interest free loan due upon sale of the home in order to add sustainability to the program.



## **LIVABILITY**

### **B: Livability – Graffiti removal team**

**Goal 1:** Keep the Victory Neighborhood a place where people want to live.

**Objective 1:** Remove graffiti as soon as possible.

**Strategy 1:** Organize and equip a graffiti removal team within Victory neighborhood.

**Relates to City Goal:** Build communities where all people feel safe.

**Rationale:** Graffiti damages more than property, it damages the livability of a neighborhood. Residents feel less safe when criminal activity is openly advertised in public.

**How:** Organize a graffiti removal team through the Victory Neighborhood Livability committee and the Safety Coordinator. The team will work with the city of Minneapolis to determine what role they can play in helping rid the community of graffiti. Responsibilities for the team may include but not be limited to activities like patrolling the neighborhood to find and report graffiti, graffiti removal, and distribution of graffiti prevention/removal information. The graffiti team may also elect to have supplies available at a central location to facilitate quick and efficient graffiti removal.

**Partners:**

- Victory Neighborhood Association Livability Committee
- City of Minneapolis
- CCP/SAFE
- Minneapolis Police Department

**Schedule:** ongoing

**Resources:** \$0. See Safety Coordinator B.2.1.1

**Contract Administrator:** N/A

**B: Livability – Youth Corps**

**Goal 1:** Keep the Victory Neighborhood a place where people want to live.

**Objective 2:** Increase the number of neighborhood elderly and disabled residents who can participate in the Victory Neighborhood Youth Corps program.

**Strategy 1:** Expand the Victory Neighborhood Youth Corps program.

**Relates to City Goal:** Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities

**Rationale:** As surveyed, almost a quarter of Victory residents cited wanting a house with less maintenance as a reason to move out of the neighborhood. At the same time, the neighborhood also contains a large population of senior citizens that may not be able to do everyday housing tasks that would allow them to remain in their houses and in the neighborhood. The Victory neighborhood would like to continue programs that allow the neighborhood to be livable for our senior and disabled residents.

**How:** Expand the highly successful Youth Corps program by increasing the number of households served and workers in the program. It is also recommended that this group hold some form of annual fund raising to help defray part of its costs and become more financially self-sufficient.

**Partners:**

Victory Neighborhood Association

**Schedule:**

2008 --\$5,000

2009 -- \$5,000

**Resources:** NRP \$10,000

**Contract Administrator:** Hennepin County

**B: Livability – Safety Coordinator**

**Goal 2:** Work within the neighborhood and with the city on crime-preventing strategies and safety issues.

**Objective 1:** Increase the number of block clubs to help prevent crime in the neighborhood.

**Strategy 1:** Retain the services of a safety coordinator to recruit new block club leaders and develop and implement safety related programs.

**Relates to City Goal:** Build communities where all people feel safe.

**Rationale:** Block clubs help prevent crime by building connections between neighbors on a block. As shown by responses to the neighborhood survey, one popular way to prevent crime is helping neighbors look out for neighbors. If every citizen is encouraged to be vigilant and trained to look for suspicious activity, the neighborhood will have fewer “dark” areas where criminals feel comfortable committing crimes.

**How:** The safety coordinator will have duties including but not limited to working with police and community groups such as ViNA, Loring Community School and local churches to promote creation of new block clubs and working with block leaders to increase participation in their block clubs. They will also collaborate with CCP/SAFE on best practices for creating and sustaining strong block clubs. New block club leaders will be trained by the city. The safety coordinator will assist other safety-related groups within the neighborhood, such as the graffiti removal team and the Livability Committee. The work product completed by this position should facilitate continuation of the Safety Coordinator responsibilities with volunteers, if necessary.

**Partners:**

- Victory Neighborhood Association Livability Committee
- Minneapolis Police Department
- CCP/SAFE
- Loring Community School
- Victory ChurchesCommunity Newspapers

**Schedule:**

2008 - \$4,525    2009 - \$4,225

**Resources:** NRP \$8,750

**Contract Administrator:** NRP

<b>Budget:</b>	<b>2008</b>	<b>2009</b>	
Personnel:	\$3,900 (\$15/hr. – 260 hrs.)	\$3,600 (\$15/hr. – 240 hrs.)	
Supplies and Expenses:	\$ 625	\$ 625	
Total:	\$4,525	\$4,225	\$8,750

**B: Livability – Block Club Summit**

**Goal 2:** Work within the neighborhood and with the city on crime preventing strategies and safety issues.

**Objective 1:** Increase the number of block clubs to help prevent crime in the neighborhood.

**Strategy 2:** Organize a summit of block club leaders in Victory Neighborhood.

**Relates to City Goal:** Build communities where all people feel safe.

**Rationale:** Block leaders will have more effective clubs when they can learn from the successes and failures of their fellow block leaders.

**How:** Work with CCP/SAFE to organize a meeting at a local church or school for Victory block leaders. Encourage long-time leaders and leaders of very active block clubs to share a few success stories regarding crime prevention and other neighborhood issues. ViNA should use this gathering to collect contact information for leaders so the neighborhood association can contact them about neighborhood events and opportunities. This will allow leaders to pass along such communiques to their block club members, further connecting the neighborhood association with Victory residents.

**Partners:**

- Victory Neighborhood Association Livability Committee
- Minneapolis Police Department
- CCP/SAFE
- Community Newspapers
- Northside News

**Schedule:**

summer 2008

**Resources:** \$0. See Safety Coordinator B.2.1.1

**Contract Administrator:** MPD

**B: Livability – Increased Patrols – Community Oriented Public Service Initiative Reserve Fund (COPSIRF)**

**Goal 2:** Work within the neighborhood and with the city on crime preventing strategies and safety issues.

**Objective 2:** Increase number of foot and beat patrols for our schools, parks, and streets in the neighborhood.

**Strategy 1:** Enter into partnerships with other neighborhoods in North Minneapolis to fund the development and implementation of increased foot and beat patrols, more inspectors, and Minneapolis Police Department (MPD) or other qualified entity to lead educational trainings regarding crime and crime prevention.

**Relates to City Goal:** Build communities where people feel safe and trust the City's public safety professionals and systems.

**Rationale:** The Victory neighborhood is among one of the safest in the city. Keeping it safe requires continued vigilance from the MPD, Park Police, and the neighborhood. What affects one part of the city, affects all other parts. Collaboration will strengthen relationships, assist with information sharing, education, and safety of residents and business owners in our community.

**How:** ViNA will continue to work with partners to ensure increased patrols for the protection of the neighborhood. Vina will also continue to build partnerships with other neighborhood organizations to foster communication regarding trainings, crime trends, statistics and reports.

**Partners:**

- Victory Neighborhood Association
- Minneapolis Police Department
- Minneapolis Park Police
- North Minneapolis Neighborhood Organizations
- Business Owners
- Area Churches
- Minneapolis Public Schools

**Schedule:** 2004 Reserve Funds

**Resources:** NRP \$9,749.68 (COPSIRF)

**Contract Administrator:** Minneapolis Police Department

## COMMUNITY BUILDING

### C: Community Building – New resident welcome

**Goal 1:** Preserve the Victory Neighborhood as a safe, supportive, vibrant, welcoming neighborhood for all residents and visitors.

**Objective 1:** Make new residents feel welcome in Victory neighborhood.

**Strategy 1:** Establish a neighborhood ambassador program to formally welcome new residents to the Victory neighborhood.

**Relates to City Goal:** Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

**Rationale:** Integrating new arrivals in the neighborhood quickly helps ingrain a sense of community. This provides a way to introduce new residents to local businesses and neighborhood resources. and neighborhood organizations can increase participation through outreach at neighborhood events.

**How:** Create a group [neighborhood ambassadors] with duties such as welcoming new residents to Victory neighborhood. Ambassadors would help form a volunteer working group to determine the best ways to welcome new residents and implement any new strategies. This may include, but not be limited to, updating the welcome basket given to new residents, working with realtors/landlords to identify new residents, sending a ViNA representative to greet new residents at their door, personally inviting residents to upcoming meetings, distributing information on local home repair and landscaping services, etc. The ambassador can also be in charge of greeting visitors and residents at neighborhood events and serve as a representative for ViNA for localized events or with localized issues in the neighborhood.

Funding may go toward purchase of materials to include in a welcome basket, or other materials to distribute to new residents.

**Partners:**

- Victory Neighborhood Association
- Local Businesses
- Realtors

**Schedule:** 2008 --\$2,750

**Resources:** NRP \$2,750 (program supplies)

**Contract Administrator:** NRP

**C: Community Building – Youth Activities**

**Goal 1:** Preserve the Victory Neighborhood as a safe, supportive, vibrant, welcoming neighborhood for all residents and visitors.

**Objective 2:** Increase the opportunities for youth to have meaningful relations with community.

**Strategy 1:** Provide enrichment opportunities for Victory youth to engage in recreation and enrichment programs after school and during the summer

**Relates to city goal:** Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities

**Rationale:** Despite the fact the majority of survey respondents did not have children under the age of 18, residents responded they were very concerned about youth issues. In particular they felt youth involvement in crime was very serious. These programs provide positive opportunities for Victory Neighborhood's youth.

**How:** Work with MPRB, Loring Community School, Victory non-profits and other partners to develop and offer programs that meet the needs of area youth. Promote programs through The Camden News, the ViNA website and MPRB publications. Evaluate and report outcomes to the neighborhood and NRP.

**Partners:**

- Minneapolis Park and Recreation Board
- Minneapolis Public Library
- Victory Neighborhood Association
- Youth servicing agencies
- Loring Community School
- Community Education
- Victory Neighborhood Youth and Parents
- Police Athletic League

**Schedule:**

- 2008 -- \$7,000
- 2009 -- \$5,500
- 2010 -- \$5,000
- 2011 -- \$4,000

**Resources:** \$21,500

**Contract Administrator:** MPRB, Minneapolis Public Schools

**C: Community Building – Neighborhood Events**

**Goal 2:** Increase Victory Neighborhood's sense of community.

**Objective 1:** Increase neighborhood identity through awareness of, and participation in, community events.

**Strategy 1:** Hold neighborhood events to increase participation in the implementation of the NRP Phase II plan and ViNA.

**Relates to City Goal:** Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

**Rationale:** The neighborhood survey showed residents feel Neighborhood Activities and Block Clubs are important. There can and should be overlap between block clubs and neighborhood events. Neighborhood-wide events that are organized in collaboration with block clubs will strengthen both the block club and the neighborhood.

**How:** Organize events including, but not limited to, alley garden competition and tours with prizes for winners, traveling barbecues sponsored by the neighborhood, inclusion of block clubs in the holiday lighting contest, etc.

**Partners:**

- Victory Neighborhood Association
- Victory Neighborhood Association Events Committee
- Minneapolis Community Planning and Economic Development Department
- Minneapolis Park Board
- Community Newspapers

**Schedule:**

- 2008 -- \$1,250
- 2009 -- \$1,250

**Resources:** NRP \$2,500

**Contract Administrator:** N/A

**C: Community Building – Loring School Neighborhood Liaison**



**Goal 3:** Make Victory a neighborhood known for good educational opportunities for both youth and adults

**Objective 1:** Increase the presence of Loring Community School in Victory Neighborhood.

**Strategy 1:** Create the position of a Loring School Neighborhood Liaison that works as a communicator between the Loring school and Victory neighborhood.

**Relates to city Goal:** Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

**Rationale:** Many neighborhood residents responded in the survey they would move out of the neighborhood because they want a better school for their children. Making parents of preschool and school-age children in the neighborhood more informed and involved with activities at the school will help the neighborhood retain these residents long term. Activities in the school are an untapped resource that has the potential to bring more neighborhood residents together.

**How:** Work with Loring School, the Loring Community Council and the neighborhood to find a parent, teacher or other resource to serve as a voluntary liaison. The liaison, with the help of the neighborhood, will educate prospective parents on the resources Loring School has to offer and sponsor activities to get the neighborhood more supportive of the school in general. The liaison will use the neighborhood newsletter and website to communicate with residents, as well as local newspapers and direct mailings/communications to families with children.

**Partners:**

- Victory Neighborhood Association
- Minneapolis School Board
- Loring Community School
- Loring Community Council
- Community Newspapers
- MPRB

**Schedule:** ongoing

**Resources:** \$0. See Neighborhood events, C.2.1.1

**Contract Administrator:** N/A

## ENVIRONMENT

### D: Environment – Parkway Care

**Goal 1:** Preserve and maintain Victory Memorial Parkway as a historical monument and as a usable treasure for the residents and visitors of the neighborhood.

**Objective 1:** Preserve vital features of Victory Memorial Parkway, namely the tree canopy and the 568 plaques that commemorate the Hennepin County soldiers who died in WWI.

**Strategy 1:** Provide volunteer labor to care for trees on Victory Memorial Parkway. Educate residents and visitors and encourage them to visit and use the parkway.

**Relates to City Goal:** Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

**Rationale:** The Phase II survey showed the majority of residents feel local landmark and historic preservation is important to their quality of life. Victory Parkway is the neighborhoods only historic landmark and therefore preserving it should be a top priority. Each tree not only contributes to the park environment, but stands as a living memorial to those who died. Victory Memorial Parkway ties north Minneapolis to the Chain of Lakes and to the Mississippi River and is part of the Grand Rounds, so as visitors recognize the parkway’s historical importance, the beautiful urban forest will encourage people to stay and enjoy the parkway and surrounding neighborhood.

**How:** Work with neighborhood partners to replace and care for trees. Host events on the parkway. Minneapolis Parks and Recreation is considering improving signage at parkway entry points as part of their master plan. These updates may provide opportunities for residents to get involved with the parkway.

**Partners:**

- MPRB
- Tree Trust
- National Park Service
- Victory Neighborhood Association, neighbors, and volunteers
- Loring Community School
- Patrick Henry High School International Baccalaureate Programs
- VFW & American Legion
- Community-service organizations; youth groups, scouts
- Community Newspapers

**Schedule:** ongoing

**Resources:** \$0

**Contract Administrator:** Minneapolis Parks and Recreation

Victory Neighborhood Association  
**Comment:** The park board will not allow volunteers to plant trees.

**D: Environment** – Ryan Lake Area

**Goal 2:** Continue ongoing environmental work at Ryan Lake to help make it into a neighborhood park and trail.

**Objective 1:** Utilize all public property surrounding Ryan Lake to its full potential.

**Strategy 1:** Work towards completion of Ryan Lake public access improvements.

**Relates to City Goal:** Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

**Rational:** The majority of residents feel local landmark preservation is important to their quality of life and that neighborhood beautification projects are important. Ryan Lake is the only natural lake within the Victory Neighborhood and North Minneapolis. This amenity increases property values and provides a natural open space experience within the city. Completion of the shoreline restoration project will help improve water quality and ecological integrity in Ryan Lake and will model good stewardship for neighbors and visitors. Victory Prairie has the potential to be the only naturalized site connected to the only lake and creating the trail will enhance the natural connection between the sites

**How:** Participate in community events to showcase the Ryan Lake project thus far. Make use of neighborhood and community newspapers. Work with partners to educate residents of the site's value. Sponsor on-site community events and plant native grasses and forbs to complete the conversion of the shore turf to native plants. Make the area more welcoming for visitors. Work with partners to make the Ryan Lake trail possible.

**Partners:**

ViNA	MDPW
City of Minneapolis	National Park Service
Victory Neighborhood Residents	MN DNR
Groundwork Minneapolis	
Shingle Creek Watershed Management Commission	
Community Newspapers	

**Schedule:**

2008 -- \$30,000  
2009 -- \$3,189  
2010 -- \$3,000  
2011 -- \$3,500

**Resources:** \$39,689

**Contract Administrator:** Minneapolis Department of Public Works

**D. Environment** – Environmentally friendly landscape education

**Goal 3:** Preserve Victory Neighborhood's green space, maximize its natural beauty and improve environmental quality on public, residential and business properties.

**Objective 1:** Increase property value, appearance and environmental quality while reducing stormwater runoff, nutrient and sediment loads, and increasing storm water infiltration and reuse.

**Strategy 1:** Develop programs to encourage environmental improvements in the neighborhood and educate Victory Neighborhood property owners about the benefits of environmentally-friendly landscaping.

**Relates to City Goal:** Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

**Rational:** Residents are very concerned about neighborhood appearance, maintenance of property and loss and replacement of trees. Encouraging property owners to adopt Best Management Practices that reduce storm water runoff and reduce nutrient and sediment loads will help achieve water quality improvement goals.

**How:** Work with partners to increase the number of rain gardens, rain barrels, pervious pavement, and other alternative storm water Best Management Practices in the neighborhood. This may include but not be limited to a grant-match program for property owners to make property improvements and grants for public land. Participate and/or sponsor community events to showcase and promote residential and business properties that utilize green space well and utilize environmentally-friendly landscaping. Identify needs for tree removal, educate on tree diseases like Dutch Elm Disease, and assist with tree replacement where feasible.

**Partners:**

ViNA	MPRB
City of Minneapolis	Tree Trust
Hennepin County Master Gardeners	Metro Blooms
Shingle Creek and Mississippi Watershed Management Organizations	
Community Newspapers	

**Schedule:** 2008 -- 0  
2009 -- \$3,000  
2010 -- \$3,500  
2011 - \$3,500

**Resources:** NRP \$10,000  
**Contract Administrator:** MDPW

**ECONOMIC DEVELOPMENT**

**E: Economic Development** – Loans for targeted businesses

**Goal 1:** Support business expansion and attract new viable interests to the neighborhood.

**Objective 1:** Reduce reliance of residents on automobiles and public transit for basic needs.

**Strategy 1:** Offer loans for businesses that will provide goods and services to the Victory Neighborhood.

**Relates to City Goal:** Create an environment that maximizes economic development opportunities

**Rationale:** Victory residents should be able to buy basic supplies without leaving the neighborhood. Transportation costs are rising and concerns about energy consumption continue to make headlines. Responses from the Phase II neighborhood survey, Phase II Focus Groups, Business Survey, and Phase I neighborhood survey all showed strong support for specific types of retail businesses in Victory neighborhood.

**How:** Offer startup loans for new retail businesses in Victory neighborhood. Eligibility criteria for this should include entrepreneurial training and the development of a business plan. Eligibility should also include restrictions on vice sale items like cigarette papers, lottery tickets, alcohol, etc. The business must be a type favored by the neighborhood. The neighborhood has shown a strong desire for the following business types which currently do not exist in Victory: bakery, small grocery, ice cream shop, deli, book store, flower store, and yoga studio.

**Partners:**

- Victory Neighborhood Association Business Committee
- CPED
- Local Banks
- MCCD

**Schedule:**

- 2008 -- \$21,484
- 2009 -- \$0
- 2010 -- \$0
- 2011 -- \$13,000

**Resources:** NRP \$34,484

**Contract Administrator:** CPED – Business Finance Division

**E: Economic Development** – NW Area Community Development Corporation (CDC)

**Goal 1 :** Attract new viable interests to the neighborhood.

**Objective 2 :** Increase business investment in the northwest neighborhoods.

**Strategy 1:** Work to attract a Community Development Corporation (CDC) to the City’s northwest neighborhoods.

**Relates to City Goal:** Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.

**Rationale:** Northwest Minneapolis does not have a Community Development Corporation. The area has many natural amenities, a broad range of housing options, good transportation connections, and development opportunities. A CDC is needed to build interest and make connections with investors to bring businesses into this area.

**How:** Work with existing CDC's and the City’s Economic Development Department of CPED to find, mentor, and establish a CDC for this area of the City.

**Partners:**

- Victory Neighborhood Association
- Community Planning and Economic Development Department
- Council Member
- Northeast CDC
- Local Initiatives Support Corporation
- Northwest Neighborhood Organizations

**Schedule:** ongoing

**Resources:** \$0

**Contract Administrator:** N/A

**E: Economic Development** – Local businesses and ViNA partnerships

**Goal 2:** Encourage local residents to use neighborhood businesses.

**Objective 1:** Educate residents about businesses located in the Victory Neighborhood.

**Strategy 1:** Develop partnerships between ViNA and local neighborhood businesses.

**Relates to City Goal:** Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

**Rationale:** Strong and viable local business strengthen the community by creating hubs for neighbors to congregate and develop relationships.

**How:** Utilize the Victory Neighborhoods business committee to work with local businesses to develop and implement strategies to increase visibility.

**Partners:**

- Victory Neighborhood Association
- CPED
- Local Businesses
- Community Newspapers
- Northside News

**Schedule:** ongoing

**Resources:** \$0

**Contract Administrator:** N/A

**NEIGHBORHOOD ASSOCIATION**

**F: Neighborhood Association – Phase II Development Plan**

**Goal 1:** Ensure that the Victory Neighborhood Association continues to serve as a resource for all residents of the neighborhood.

**Objective 1:** Implement the Participation Agreement to develop the ViNA NRP Phase II plan.

**Strategy 1:** Fund a part-time NRP Coordinator to assist ViNA in the planning and implementation of its Phase II NRP Action Plan and ensure non-personnel organizational support.

**Relates to City Goal:** Strengthen the City government management and enhance community engagement.

**Rationale:** The work of the Victory neighborhood thrives on the continuity and energy brought to the volunteer board by its staff. Neighborhood staff works to preserve ViNA’s viability and capacity in the neighborhood.

**How:** Utilize ViNA staff to implement the Participation Agreement. Develop the ViNA NRP Phase II plan through supportive staffing, various plan development meetings, drafting and presenting the plan.

**Partners:**

Victory Neighborhood Association Board  
Neighborhood Revitalization Program

**Schedule:** ongoing

**Resources:** \$7,500 rollover from NRP Phase I allotment (see Participation agreement budget)

**Contract Administrator:** NRP

**Staff:**

150 hours @ \$20 /hour = \$3000	Coordinator time
100 hours @ \$15/hour = \$1500	Part time staff
Operations:	\$1500 Rent, utilities, insurance, phone, office supplies, copying
Surveys:	\$1000 printing and mailing
Other:	<u>\$ 500</u> focus groups, notices, and signs
	\$ 7500

\$7500 of Phase I Program Income will be used for Phase II planning



**F: Neighborhood Association – Implementation of Phase II Plan**

**Goal 1:** Ensure that the Victory Neighborhood Association continues to serve as a resource for all residents of the neighborhood.

**Objective 2:** Increase the capacity of the neighborhood to implement the ViNA NRP Phase II plan.

**Strategy 1:** Fund a part time NRP Coordinator to assist ViNA in the implementation of the Phase II Neighborhood Action Plan.

**Relates to City Goal:** Strengthen the City government management and enhance community engagement.

**Rationale:** The work of the Victory neighborhood thrives on the continuity and energy brought to the volunteer board by its staff. Neighborhood staff works to preserve ViNA’s viability and capacity in the neighborhood.

**How:** Utilize ViNA staff to implement Victory Neighborhood NRP Phase II plan through supportive staffing, various plan development meetings, drafting and presenting the programs proposed in the phase II plan. To keep residents informed and involved in implementation of the NRP Phase II plan, funds may be used for items such as maintaining a central ViNA office, holding neighborhood events, maintaining the neighborhood newsletter and website and communicating with residents.

**Partners:**

Victory Neighborhood Association Board  
Neighborhood Revitalization Program

**Schedule:** (see implementation budget on the following page)

2008 - \$34,366

2009 - \$10,661

**Resources:** \$45,027

**Contract Administrator:** NRP

**Implementation Budget**

**F: Neighborhood Association – Newsletter and Website**

**Goal 2:** Increase exposure of the work of the Victory Neighborhood Association

**Objective 1:** Increase community identity through awareness of and participation in, community events.

**Strategy 1:** Publish neighborhood newsletters and update the neighborhood website to inform residents of neighborhood current events, Phase II Plan implementation progress, and City news.

**Relates to City Goal:** Strengthen the City government management and enhance community engagement.

**Rationale:** Over 70 percent of the survey respondents were familiar with the neighborhood events and association. The newsletter and website are valuable tools to help keep residents informed and connected.

**How:** Produce a timely and informative quarterly newsletter with articles that relate to areas of interest in the Victory neighborhood. Maintain neighborhood website that posts the current events, newsletters, and relevant neighborhood information.

**Partners:**

- Victory Neighborhood Association
- Mayor
- Ward 4 City Council Office
- Minneapolis Park and Recreation Board
- Minneapolis Public Works
- Hennepin County
- Neighborhood Revitalization Program and other Neighborhood Associations and Organizations
- Various social service agencies
- Local Businesses

**Schedule:**

- 2008 - \$1500
- 2009 - \$1500

**Resources:** NRP \$3,000

**Contract Administrator:** N/A

**Funding Breakdown By Section And Strategy**

	<b>2008-2010</b>	<b>2011 forward</b>	<b>Total</b>
<b>Housing</b>			
A.1.1.1 Home improvement loan funding	\$52,000.00	\$49,070.00	\$101,070.00
A.1.1.2 Increase visibility of ViNA Housing Loan Programs	\$0.00	\$0.00	\$0.00
A.1.2.1 Rental Advisory Committee	\$0.00	\$0.00	\$0.00
A.1.3.1 Community Land Trust Program	\$20,000.00	\$40,000.00	\$60,000.00
A.1.4.1 Rehabilitation of vacant properties	\$70,000.00	\$22,500.00	\$92,500.00
A.1.4.2 Safety enhancing improvements	\$6,500.00	\$3,500.00	\$10,000.00
A.1.5.1 Housing Coordinator	\$29,000.00	\$0.00	\$29,000.00
A.2.1.1 Foreclosure prevention	\$0.00	\$0.00	\$0.00
A.2.2.1 Expand emergency home loan	\$5,000.00	\$5,000.00	\$10,000.00
<b>Total</b>	<b>\$182,500.00</b>	<b>\$120,070.00</b>	<b>\$302,570.00</b>
<b>Livability</b>			
B.1.1.1 Graffiti removal team	\$0.00	\$0.00	\$0.00
B.1.2.1 Youth Corp	\$10,000.00	\$0.00	\$10,000.00
B.2.1.1 Safety Coordinator	\$8,750.00	\$0.00	\$8,750.00
B.2.1.2 Block Club Summit	\$0.00	\$0.00	\$0.00
B.2.2.1 Increased Patrols – COPSIRF ( <i>\$9,749.68 from Phase I</i> )	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$18,750.00</b>	<b>\$0.00</b>	<b>\$18,750.00</b>
<b>Community Building</b>			
C.1.1.1 New resident welcome	\$2,750.00	\$0.00	\$2,750.00
C.1.2.1 Youth Activities	\$17,500.00	\$4,000.00	\$21,500.00
C.2.1.1 Neighborhood events	\$2,500.00	\$0.00	\$2,500.00
C.3.1.1 Loring School Neighborhood Liaison	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$22,750.00</b>	<b>\$4,000.00</b>	<b>\$26,750.00</b>
<b>Environment</b>			
D.1.1.1 Parkway Care	\$0.00	\$0.00	\$0.00
D.2.1.1 Ryan Lake Area	\$36,189.00	\$3,500.00	\$39,689.00
D.3.1.1 Environmentally friendly landscape education	\$6,500.00	\$3,500.00	\$10,000.00
<b>Total</b>	<b>\$42,689.00</b>	<b>\$7,000.00</b>	<b>\$49,689.00</b>
<b>Economic Development</b>			
E.1.1.1 Start up loans for targeted businesses	\$21,484.00	\$13,000.00	\$34,484.00
E.1.2.1 NW Area Community Development Corporation (CDC)	\$0.00	\$0.00	\$0.00
E.2.1.1 Local businesses and ViNA partnerships	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$21,484.00</b>	<b>\$13,000.00</b>	<b>\$34,484.00</b>
<b>Neighborhood Association</b>			
F.1.1.1 Phase II Development Plan ( <i>\$7,500 from Phase I</i> )	\$0.00	\$0.00	\$0.00
F.1.2.1 Implementation of Phase II Plan	\$45,027.00	\$0.00	\$45,027.00
F.2.1.1 Newsletter and Website	\$3,000.00	\$0.00	\$3,000.00

**Funding Total Breakdowns**

**Totals By Schedule Year**

2008-2010	\$336,200.00	70.00%
2011 forward	\$144,070.00	30.00%
Total	\$480,270.00	

*(Maximum of 70% can be spent in the first 3 years)*

**Totals By Program Type**

Total Phase II Funds		\$480,270.00	
General Operating Expenses:			
C.1.1.1 New resident welcome	\$2,750.00		
C.2.1.1 Neighborhood events	\$2,500.00		
F.1.2.1 Implementation of Phase II Plan	\$48,027.00		
Total General Operating Expenses		\$53,277.00	11.09%
Non-Administrative Funds		\$426,993.00	88.91%

Housing Total	\$302,570.00	70.86%
Non-Housing Total (excluding Operating Expenses)	\$124,423.00	29.14%

*(Minimum of 70% of non-Operating Expenses must be spent on Housing)*