

Whittier Alliance Strategic Plan 2012 – 2017

Updated 2/9/12

Whittier Alliance History

The Whittier Alliance, the citizen participation organization for the Whittier neighborhood, has led the Whittier neighborhood for over thirty years. Through those years, the organization has successfully engaged Whittier stakeholders in planning and implementing initiatives that have steadily improved the commercial viability, the housing stock and the overall livability of the Whittier neighborhood.

In the early years, funding came from foundations, and the neighborhood's goals focused on addressing deteriorating housing and commercial properties and high crime. In the mid 1990s when the Neighborhood Revitalization Plan Phase 1 was introduced, Whittier had sufficiently stabilized to inspire active stakeholders to set visionary goals. At that time, restoring a delinquent Nicollet Avenue and building a neighborhood school were broadly regarded as impossible, but through the Whittier Alliance's vision and strong leadership, Eat Street and the Whittier Elementary School and gym were realized and are now central to the neighborhood. The Whittier Alliance also ensured further stabilization of housing by establishing low-interest loan programs that are still available today.

A New Strategic Plan for 2012-2017

The Neighborhood Revitalization Plan (a program of the City of Minneapolis) gave Whittier its “strategic plan” for the past 15 years. In 2010, as the NRP plans and funding were winding down, the Whittier Alliance commenced a new strategic planning process by asking, "What is the next impossible thing to ask for that would make Whittier a unique, desirable destination and place to live? What are we bold enough to ask for or what do we dare to dream to make Whittier a World Class Neighborhood?"

A strategic planning committee of the Whittier Alliance Board of Directors worked together for over one year to collect the input of neighborhood stakeholders, including residents, property owners, business owners, and community organization leaders. Eleven focus groups with targeted groups of stakeholders took place, and a survey in English and Spanish was completed by 159 people. Initial results from these processes were presented at the Whittier Alliance Annual Meeting on April 7, 2011, and additional reactions were collected.

It is the hope of the Whittier Alliance Board of Directors that the new plan presented here reflects the vision, hopes, ideas, values, and realities of the neighborhood.

Whittier Alliance Strategic Plan 2012 – 2017

Executive Summary

Engaging Stakeholders

- Comprehensive Vision: Whittier will be politically savvy, civic minded, with caring neighbors, businesses, and property owners.
 - Stakeholder Engagement Goal: Interest and participation of stakeholders will increase in neighborhood decision-making, programs, improvements, and community-building opportunities.
1. Build awareness, participation and pride in the neighborhood.
 2. Strengthen partnerships between Whittier Alliance and neighborhood organizations and institutions.
 3. Increase residents' neighborhood, civic and political involvement and influence.

Promoting Historic Preservation

- Comprehensive Vision: The Whittier Neighborhood will be well known for its achievements in historic preservation that will become a draw for future residents and property owners.
 - Historic Preservation Goal: Historic preservation will increase in the Whittier neighborhood in order to preserve historic assets, maintain a sense of neighborhood history, and increase neighborhood pride.
1. Whittier stakeholders will be educated and inspired to support and participate in historic preservation.
 2. Historic designations will be extensively expanded throughout the Whittier neighborhood by 2016, working toward the long-term goal of assessing the value and potential of designating the entire Whittier neighborhood as a Historic District.
 3. Work with the City of Minneapolis Heritage Preservation Committee to rewrite and strengthen the Washburn-Fair Oaks Historic District guidelines and expand the period of significance in the district, by 2013.
 4. Partner with local and state historic organizations to preserve and document Whittier history by 2016.

Strengthening the Nicollet Commercial Corridor

- Comprehensive Vision: Nicollet Avenue will become robust, world-market-style corridor.
 - Nicollet Commercial Corridor Goal: The Whittier Alliance is committed to strengthening Nicollet Avenue as a vibrant commercial corridor serving Whittier and the Metro Area.
1. Foster a more diverse mix of businesses on Nicollet to draw people to the neighborhood and increase neighborhood self-sufficiency.
 2. Increase "destination" businesses on Nicollet to draw local, metro and worldwide customers.
 3. Create a heightened sense of the proximity and accessibility between Nicollet and other neighborhood destinations by 2015.
 4. Improve access between Whittier and other parts of the city.

Becoming a Model of Neighborhood Environmental Sustainability

- Comprehensive Vision: Become a model of a mixed-income neighborhood committed to an urban, green lifestyle.
 - Environmental Sustainability Goal: The Whittier neighborhood is committed to environmental sustainability. Through innovation, education, and engagement of all stakeholders, the Whittier neighborhood will increase neighborhood self-sufficiency and significantly reduce its carbon footprint by 2016.
1. Residences and businesses in the neighborhood will conserve more energy and generate more energy locally by 2016.
 2. Residences and businesses in the neighborhood will reduce waste and the consumption of natural resources by 2016.
 3. Neighborhood transportation infrastructure will change to support increased reliance on walking, biking, car-sharing and transit as alternatives to single-occupancy cars.
 4. Green space will be increased and improved by 2015.
 5. Water quality and water conservation will increase.
 6. Partnerships will be developed with innovative environmental institutions and organizations.

Improving Housing Quality and Choice

- Comprehensive Vision: All homes and residences contribute to the vitality and beauty of the neighborhood.
 - Housing Goal: Whittier will expand housing quality and choice for residents.
1. Improve the condition, aesthetic and curb appeal of housing stock in Whittier.
 2. Preserve and increase single-family and owner-occupied housing in the neighborhood.
 3. Create housing equity through a balance of entry-level and market-rate housing.
 4. Make Whittier an attractive and affordably priced place for senior citizens to live.

Ensuring Organizational Sustainability

- Comprehensive Vision: The Whittier Alliance is an effective, efficient, well-respected organization that thrives and succeeds in its goals.
- Organizational Sustainability Goal: In 2012-2013, the Whittier Alliance will create a plan that leads to long-term organizational sustainability and financial stability.

A committee will be formed to work on this “internal” strategic plan for the WA, finalizing the mission/purpose and defining value of the Whittier Alliance to the neighborhood, values, core competencies, and resource development plan.

Engaging Stakeholders

Comprehensive Vision: Whittier will be politically savvy, civic minded, with caring neighbors, businesses, and property owners.

Stakeholder Engagement Goal: **Interest and participation of stakeholders will increase in neighborhood decision-making, programs, improvements, and community-building opportunities.**

<i>This goal will be accomplished in the following ways.</i>	<i>Measurement</i>
<p>1. Build awareness, participation and pride in the neighborhood.</p> <p>a. Effectively communicate the vision, values, assets and goals of the neighborhood to residents, using methods that are appropriate for the audience to be reached. (on-going)</p> <p>b. Create a public relations campaign for the neighborhood and the Whittier Alliance by working with an experienced PR consultant to advise the process and design appropriate approaches to engage stakeholders. (2014)</p>	<p>Increase mailing/contact list to at least 1500 and double community email lists by 2012.</p> <p>Increase in social media activity and response (e.g. add at least 75 Facebook friends/fans each year).</p>
<p>2. Strengthen partnerships between Whittier Alliance and neighborhood organizations and institutions.</p> <p>a. Define common interests and concerns and work to align our goals. (on-going)</p> <p>b. Seek partnerships through respected community leaders. (on-going)</p>	<p>Focus on strengthening at least one partnership each year.</p>
<p>3. Increase residents' neighborhood, civic and political involvement and influence.</p> <p>a. Increase neighborhood participation and grassroots awareness (community building events, school board forums, etc.). (on-going)</p> <p>b. Make a targeted effort to increase voter turn-out. (2013)</p>	<p>Each year there will be presentations at community meetings by every elected official (who represent Whittier) and at least five city staffers.</p> <p>There will be an increase in minority or underrepresented groups at community meetings, forums and elections.</p>

Responsible parties:

- Voter turnout task force (*to be created in 2012*)
- Whittier Alliance board and staff

Potential partners and resources:

- Whittier residents, institutions, organizations
- Block club leaders

- League of Women Voters
- Cultural leaders
- Secretary of State
- Public Relations consultant
- Whittier Schools and PTAs
- Get Out the Vote organization

Promoting Historic Preservation

Comprehensive Vision: The Whittier Neighborhood will be well known for its achievements in historic preservation which will become a draw for future residents and property owners.

Historic Preservation Goal: **Historic preservation will increase in the Whittier neighborhood in order to preserve historic assets, maintain a sense of neighborhood history, and increase neighborhood pride.**

<i>This goal will be accomplished in the following ways.</i>	<i>Measurement</i>
<p>1. Whittier stakeholders will be educated and inspired to support and participate in historic preservation.</p> <p>a. Complete the Historic Preservation Guidelines for external preservation of residential structures. (2012)</p> <p>b. Define qualities and specifics of a historic asset. (2012)</p> <p>c. Explore methods and avenues to achieve local, state and national levels of historic designation. (2013)</p> <p>d. Develop a plan to distribute accurate historic preservation information and guidance to comprehensively reach and inspire historic preservation by property owners and stakeholders. (2013)</p> <p>e. Develop a resource library for exterior historic preservation that includes material to inspire, inform, and support the practical work of historic preservation. These materials will supplement the existing Whittier Historic Context study and guidelines. (2013)</p> <p>f. Offer seminars and information sessions on historic preservation. (2013-2014)</p>	<p>All documentation will be completed and accessible in the Whittier Alliance Library and on the Whittier Alliance website.</p> <p>There will be an active and engaged task force or club of Whittier preservationists.</p> <p>A resource library will exist and be accessed regularly.</p> <p>At least 50 stakeholders will access the library or participate in a seminar or information session on historic preservation.</p>
<p>2. Work with the City of Minneapolis Heritage Preservation Committee to rewrite and strengthen the Washburn-Fair Oaks Historic District guidelines and expand the period of significance in the district, by 2013.</p>	<p>Expand the period of significance through the Modern era.</p>

<p>3. Historic designations will be extensively expanded throughout the Whittier neighborhood by 2017, working toward the long-term goal of assessing the value and potential of designating the entire Whittier neighborhood as a Historic District.</p> <p>a. Complete an inventory of historic assets based in part on the Historic Context Summary completed in 2009. (2012-2014)</p> <p>b. Establish a loan program to facilitate historic preservation, rehab, and restoration. (2013)</p> <p>c. Clarify and summarize the historic incentives available to property owners and the related benefits of historic designation. (2013-2014)</p> <p>d. Encourage and assist property owners with local, state and national historic designations of interior and/or exterior of eligible properties. (2012 – 2017)</p> <p>e. Nominate known historic assets for historic designation to protect them for future generations. (2012 – 2017)</p> <p>f. Explore the option of Whittier as a designated Historic Conservation district. (2013)</p>	<p>All documentation will be completed and accessible in the Whittier Alliance Library and on the Whittier Alliance website.</p> <p>10 loans made for the purpose of exterior preservation rehab and restoration.</p> <p>50% increase in designated properties, up from 17 currently designated.</p>
<p>3. Partner with local and state historic organizations to preserve and document Whittier history by 2016.</p> <p>a. Compile information to build neighborhood interest in historic preservation and link the past to the present. (2016)</p>	<p>All documentation will be completed and accessible in the Whittier Alliance Library and on the Whittier Alliance website, and shared with relevant historical organizations (e.g. Heritage Preservation Commission, Hennepin History Museum, Minnesota History Center).</p>

Goals related to Environmental Sustainability, Nicollet Commercial Corridor and Housing will be considered and integrated into all aspects of historic preservation (see additional goals in this plan).

Responsible to see these goals to completion:

- Whittier Alliance Historic Preservation Task Force
- Whittier Alliance Board and Staff

Potential Partners:

- Minnesota Historical Society
- Preserve Minneapolis
- Preservation Alliance of Minnesota
- Minneapolis Heritage Preservation Commission
- Hennepin History Museum
- University of Minnesota Historic Preservation Department
- CURA or AmeriCorps intern

Strengthening the Nicollet Commercial Corridor

Comprehensive Vision: A robust, world-market-style corridor.

Nicollet Commercial Corridor Goal: **The Whittier Alliance is committed to strengthening Nicollet Avenue as a vibrant commercial corridor serving Whittier and the Metro Area.**

<i>This goal will be accomplished in the following ways.</i>	<i>Measurement</i>
<p>1. Foster a more diverse mix of businesses on Nicollet to draw people to the neighborhood and increase neighborhood self-sufficiency.</p> <ul style="list-style-type: none"> a. Support the affordability of commercial space on Nicollet. (on-going) b. Maintain a commitment to unique and independent businesses. (on-going) c. Create a website to promote available Whittier commercial properties that communicates the Whittier Alliance's retail and commercial preferences. (2012) d. Build relationships with realtors and brokers who share a commitment and understanding of Whittier's commercial corridor character. (2013) 	<p>50% decrease in vacant storefronts, down from approximately 10 in 2012.</p> <p>Website created by 2012.</p> <p>Double the number of new relationships with realtors and brokers by 2013</p>
<p>2. Increase "destination" businesses on Nicollet to draw local, metro and worldwide customers.</p> <ul style="list-style-type: none"> a. Define and create a plan to attract destination businesses. (2012) b. Ensure Nicollet is appealing in all seasons. (2013) c. Explore creation of outdoor markets. (2014) d. Strive to have a destination on every block. (2016) e. Create a convenient parking location that provides new and existing businesses adequate parking, and reduce flat lots and curb cuts along Nicollet Ave. (2016) 	<p>Three new destination businesses</p> <p>One new "destination" that is not necessarily a business.</p>
<p>3. Create a heightened sense of the proximity and accessibility between Nicollet and other neighborhood destinations by 2015.</p> <ul style="list-style-type: none"> a. Improve connections for walkers, bikers, and cars between neighborhood destinations (such as the MIA, the Greenway, the Lyn/Lake area, Fair Oaks Park and Nicollet Avenue) by installing visual links, points of interest, walking-talking points, art installations, signage, pavers, and other curiosities and amenities to draw people's attention. (2015) 	<p>Visual links, points of interest, and other improvements will be installed.</p>

<p>4. Improve access between Whittier and other parts of the city.</p> <p>a. Ensure the interests of the neighborhood are served in the I-35W access plan. (2013)</p> <p>b. Work with the City to move forward with plans to open Nicollet at Lake. (2013)</p> <p>c. Work with the City on improving public transportation on Nicollet. (2013)</p> <p>d. Improve bike access to the Midtown Greenway near Nicollet. (2014)</p> <p>e. Work with Public Works to reexamine the use of one-way streets in the neighborhood. (2014)</p> <p>f. Improve directional signs in the neighborhood. (2014)</p>	<p>The Whittier Alliance submitted a neighborhood position statement outlining 11 criteria for the 35W Access project on August 31, 2011. Whittier Alliance will continue to be engaged throughout the lifecycle of the 35W project as appropriate.</p>
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Integrate Historic Preservation, Environmental Sustainability and Housing goals into all aspects of the commercial corridor.

Responsible Parties:

- Whittier Alliance Board and Staff
- Commercial Corridor Advisory Group *(to be created in 2012)*.
- Elected Officials
- City Transportation and Public Works Departments, Hennepin County, MnDOT and MetCouncil

Potential Partners and Resources:

- Whittier Business Association
- Midtown Greenway Coalition
- Special Service District Board
- Potential new businesses on Nicollet
- Real Estate brokers and developers supportive of Whittier Alliance goals
- Current business property owners
- City staff and elected officials
- National and international studies on successful commercial corridors

Becoming a Model of Neighborhood Environmental Sustainability

Comprehensive Vision: Become a model of a mixed-income neighborhood committed to an urban, green lifestyle.

Environmental Sustainability Goal: **The Whittier neighborhood is committed to environmental sustainability. Through innovation, education, and engagement of all stakeholders, the Whittier neighborhood will increase neighborhood self-sufficiency and significantly reduce its carbon footprint by 2016.**

<i>This goal will be accomplished in the following ways.</i>	<i>Measurement</i>
<p>1. Residences and businesses in the neighborhood will conserve more energy and generate more energy locally by 2016.</p> <ul style="list-style-type: none"> a. Educate and engage stakeholders in conservation and alternative energy efforts. (on-going) b. Engage the services of an expert to establish baseline energy use and renewable energy production in the neighborhood to enable moving toward measurable reduction in energy consumption. (2012) c. Explore and implement steps toward a Whittier Energy District. (2015) 	<p>Total neighborhood energy use will decrease by 10% by 2016.</p> <p>Total neighborhood production of renewable energy will increase by 25% by 2016.</p>
<p>2. Residences and businesses in the neighborhood will reduce waste and the consumption of natural resources by 2016.</p> <ul style="list-style-type: none"> a. Educate and engage stakeholders on waste reduction practices, including how to reuse, recycle, compost, and reduce reliance on disposable materials. (on-going) b. Engage the services of an expert to establish baseline waste production of households and businesses. (2012) c. Promote the reuse and re-purposing of building structures and materials. (on-going) 	<p>Total neighborhood waste by ton will be reduced by 10% by 2016.</p>
<p>3. Neighborhood transportation infrastructure will change to support increased reliance on walking, biking, car-sharing and transit as alternatives to single-occupancy cars.</p> <ul style="list-style-type: none"> a. Promote bus ridership, taxis, and ride-shares. (on-going) b. Reduce and discourage surface parking and surface parking lots. (on-going) c. Improve car-sharing opportunities. (2013) d. Implement increased safety measures for bikers and pedestrians, including creating areas in the neighborhood free of car traffic. (2016) e. Integrate Whittier with a regional transit plan. (2016) 	<p>Total number of parking spaces and/or flat lots will be reduced by 10% by 2016.</p>
<p>4. Green space will be increased and improved by 2015.</p> <ul style="list-style-type: none"> a. Create a green-path network, including additional gardens and outdoor gathering spaces, green alleys and walls, planters and planted boulevards. (2013) b. Protect and improve existing parks and other green spaces. (on-going) c. Implement center lane green boulevards. (2016) 	<p>A new green path network at least one mile long will be created by 2013.</p>

<p>5. Water quality and water conservation will increase.</p> <p>a. Educate and engage stakeholders on best water management practices. (2012)</p> <p>b. Engage the services of an expert to establish baseline water usage of households and businesses. (2012)</p> <p>c. Educate and build consensus for sustainable yard and garden care, such as the use of natural lawn and garden fertilizers and rain barrels. (2013)</p> <p>d. Educate neighborhood stakeholders on the benefits and incentives for installation of "green alleys." (2015)</p> <p>e. Improve on-site infiltration through various methods such as more permeable surfaces, green roofs and rain gardens. (2015)</p>	<p>Total neighborhood water use will be reduced by 10%.</p>
<p>6. Partnerships will be developed with innovative environmental institutions and organizations.</p> <p>a. Make Whittier available to universities, corporations, and other innovators as a "testing zone" at all levels of environmental sustainability. (2013)</p>	<p>At least one institution/organization will choose to use Whittier as a testing zone by 2014, and a second by 2016.</p>

Integrate Historic Preservation, Nicollet Commercial Corridor, and Housing goals into all aspects of Environmental Sustainability.

Responsible Parties:

- Environmental Sustainability Task Force (*to be created in 2012*)
- Whittier Alliance Board and Staff

Potential Partners and Resources:

- Residents, business owners, property owners
- Consultants/experts in various areas of environmental sustainability
- Minneapolis Solid Waste, Minneapolis Public Works
- University or other group interested in testing neighborhood-based sustainability ideas
- Grants, interns and fellowships for innovative sustainability
- Minneapolis Park and Rec, Excel Energy, Watershed Districts, Alternative energy organizations
- University of Minnesota
- Whittier schools and youth population

Improving Housing Quality and Choice

Comprehensive Vision: All homes and residences contribute to the vitality and beauty of the neighborhood.

Housing Goal: **Whittier will improve housing quality and choice for residents.**

Context:

Inner-city communities are disproportionately affected by concentrations of designated affordable housing, which concentrates and isolates persons living in poverty. 25.7% percent of households in Whittier live below poverty and an estimated 7% live at the poverty level. (Minnesota Compass, 2011). Researchers believe high concentrations of poverty (over 20%) in a community have a negative effect on both the people themselves and the areas in which they live and should ideally be below 10% in any neighborhood (Galster, 2009). The Whittier neighborhood has a disproportionately higher number of designated affordable housing units and facilities compared to most other Minneapolis neighborhoods (e.g. 30 Supportive Housing and Health Care facilities, three men’s and women’s emergency housing shelters, and 40 designated affordable housing (15-30 year covenant) townhomes and apartment buildings.)

The City of Minneapolis has acknowledged the need to build affordable housing in neighborhoods not impacted by poverty in the city's 2009 Plan for Sustainable Growth: "Work to improve the stability and sustainability of the city's disadvantaged communities by taking measures to diversify the household mix and allay historic patterns of concentration of poverty." There are few incentives or regulations in place, however, to encourage the diversification of affordable housing. The City of Minneapolis continues to approve new affordable developments in communities with high rates of poverty, such as Whittier.

To support economic health and diversity and housing equity, the Whittier Alliance supports the following goals.

<i>This goal will be accomplished in the following ways.</i>	<i>Measurement</i>
<p>1. Improve the condition, aesthetic and curb appeal of housing stock in Whittier.</p> <ul style="list-style-type: none"> a. Effectively communicate this goal to all residents and property owners. (2012) b. Engage and work with rental property owners to set high standards for rental housing maintenance and management. (2013) c. Promote resources such as loans, grants, and education opportunities to encourage owners and residents to invest in the historic preservation, general maintenance, curb appeal and livability of the buildings they own and/or occupy. (on-going) d. Explore the expansion of fiber optic communications infrastructure in Whittier neighborhood. (2013) 	<p>At least 10 Rental Rehab & Renewal (3R) loans will be made for rehabilitation/restoration.</p>

<p>2. Preserve and increase single-family and owner-occupied housing in the neighborhood.</p> <ul style="list-style-type: none"> a. Identify and inventory homes that were originally built as single-family homes. (2012) b. Work through zoning issues to “down zone” properties to restore them their original single-family home status. (2013) c. Promote loans, grants, and education opportunities to encourage owners to return divided homes to single-family homes where possible. (2013) d. Require that new development include owner-occupancy and single-family housing. (on-going) e. Engage and work with realtors to support this neighborhood housing vision and goal. (2013) 	<p>In addition to 10 loans listed in (1.) above, 10 loans will be made for single-family home rehab, remodel and/or improvements.</p> <p>Successful down zoning of at least 10% of eligible properties.</p> <p>20 new or converted single family, owner-occupied units.</p>
<p>3. Create housing equity through a balance of entry-level and market-rate housing.</p> <ul style="list-style-type: none"> a. Explore zoning changes that would enforce the diversification of designated affordable housing throughout the City of Minneapolis to de-concentrate poverty. (2013) b. Address transparency issues regarding the Affordable-Housing Trust Fund and Emergency Shelter funds. (2013) c. Encourage properties with expiring Affordable Housing Covenants to return to market rates. (2013) d. Until housing equity is achieved, discourage the addition of designated affordable, supportive and transitional housing in the Whittier neighborhood. e. Work with housing organizations to inform them of the housing goals for the neighborhood. (2013) f. To achieve meaningful change in affordable housing policies and placement, work with City departments to inform and educate them on the neighborhood housing vision and goals. (2013) g. Create partnerships with property owners, real estate agents, rental property owners, and property developers to effectively communicate these goals to those who can help achieve it. (2013) 	<p>There will be no new Affordable Housing Covenants, supportive or transitional facilities created in Whittier as long as the poverty threshold in Whittier remains above 10%.</p>
<p>4. Make Whittier an attractive and affordably priced place for senior citizens to live.</p> <ul style="list-style-type: none"> a. Effectively communicate the neighborhood’s goal and interest to seniors. (2012) b. Encourage the redevelopment of housing to accommodate the needs of seniors. (2015) 	<p>20 units of middle-income senior housing will be created.</p>

Integrate Historic Preservation, Environmental Sustainability, and Nicollet Commercial Corridor goals into all aspects of the Housing goals.

Responsible parties:

- Whittier Alliance board and staff
- Housing task force

Partners and Resources:

- City of Minneapolis
 - Developers, real estate brokers, property owners, housing organizations
 - Whittier Schools and PTA
 - Minnesota Multi Housing Association
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Special section:

Ensuring Organizational Sustainability

Comprehensive Vision: The Whittier Alliance is an effective, efficient, well-respected organization that thrives and succeeds in its goals.

Organizational Sustainability Goal: **In 2012-2013, the Whittier Alliance will create a plan that leads to long-term organizational sustainability and financial stability.**

A committee will be formed to work on this “internal” strategic plan for the WA.

Key Questions

These questions should be taken up by the committee and answered in the order presented below.

- 1. What kind of organization do we want and need to be over the next 10-20 years, in terms of the Whittier Alliance’s mission/purpose, value to the neighborhood, values, and core competencies?**
- 2. What kind of organization is needed to accomplish the five other strategic plan goals and other existing commitments?**
 - a. What is the WA “business model” in terms of how revenue is generated and how services are provided?
 - b. What percentage of the board and staff’s time should be focused in what ways?
 - c. What is the role of governance (board members)?
 - d. What are the core functions/expectations of the Executive Director and other staff, no matter who is in the roles?
 - e. What would accelerate the WA’s ability to achieve its 5-year goals?
- 3. To finalize the mission, start with ideas suggested by the whole board and possibly the whole neighborhood and then use the committee to finalize the mission/purpose and the question above.**
- 4. What kinds of resources are needed to achieve the strategic goals?**
 - a. What are the WA’s realistic funding prospects and long-term financial plan?
 - b. If funding dried up 40 months from now, what would we do?
 - c. How can we work toward independence from City of Minneapolis funding and services?