INTRODUCTION
This Public Engagement Framework is a document to serve two primary goals:

1. To create a *foundation for starting* the complex work of redeveloping the former Kmart and vacant grocery store properties and reconnecting Nicollet Ave.
2. To *outline* how the City of Minneapolis will ask the public and key stakeholders to play a role.

This Framework:
- is not a detailed plan for exactly how the City will conduct engagement. Engagement for this project will be an iterative process; detail will be filled in later in partnership with consultants and community stakeholders.
- was written by staff and leadership in Community Planning & Economic Development (CPED) and Public Works (PW) with review and feedback from:
  - Neighborhood and Community Relations (NCR)
  - The Mayor’s Office
  - Ward Offices 6, 8, 9, and 10
- will be carried out by Community Planning and Economic Development, Public Works, and Neighborhood and Community Relations staff and outside consultants.
- is a companion to the *Former Kmart & New Nicollet Project Expectations* document, which lists existing City policies that will guide the redevelopment and new public infrastructure. It also includes examples of decisions that will be made as the project progresses and that will require input from the public. The goal of the *Project Expectations* document is to get everyone started on the same page by clearly laying out what is already known and providing examples of what still needs to be decided.

TABLE OF CONTENTS

<table>
<thead>
<tr>
<th></th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Location History</td>
<td>2</td>
</tr>
<tr>
<td>2. Overview</td>
<td>2</td>
</tr>
<tr>
<td>3. Commitment to Engagement</td>
<td>3</td>
</tr>
<tr>
<td>4. Decision-making Process</td>
<td>5</td>
</tr>
<tr>
<td>5. Focus Area</td>
<td>5</td>
</tr>
<tr>
<td>6. Timeline</td>
<td>6</td>
</tr>
<tr>
<td>7. Phase I</td>
<td>7</td>
</tr>
<tr>
<td>8. Phase II</td>
<td>9</td>
</tr>
<tr>
<td>9. Phase III</td>
<td>11</td>
</tr>
<tr>
<td>10. Methods and Strategies</td>
<td>11</td>
</tr>
<tr>
<td>11. Engagement Evaluation</td>
<td>12</td>
</tr>
<tr>
<td>12. Exhibit</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>A. Stakeholders Register</td>
</tr>
</tbody>
</table>
LOCATION HISTORY
The City of Minneapolis recognizes that people indigenous to North America have lived in the area we know as Minnesota and near the Mississippi River for over 12,000 years. The short paragraph below is only intended to briefly describe the City of Minneapolis’s direct involvement with property at the intersection of Nicollet Ave and Lake St in south Minneapolis. Please reach out to lakenicollet@minneapolismn.gov to contact City staff concerning changes or additions.

From 1920 through 1950, the Lake St corridor running east-to-west across south Minneapolis was a bustling commercial district. During the post-war period, many white south Minneapolis residents were able to access public and private resources to move to the suburbs, while communities of color were not. That flight resulted in the increased vacancy of commercial buildings as stores closed or relocated. In 1972, the City purchased two full city blocks—10 acres—between what is now the Midtown Greenway rail trench to Lake St and 1st Ave to Blaisdell Ave in the interest of revitalizing the area. The area, in their eyes, had too much vacancy and crime that the only solution was to clear the entire ten acres. The City sold the property four years later to a real estate owner who leased several properties across the country for Kmart stores. Before opening in 1978, Kmart secured a 75-year lease with the real estate owner. In selling the site, the City knowingly made the decision to close the street because one of Kmart’s requirements for opening at the location included closing Nicollet Ave and constructing a large surface parking lot in front of a new building. It did not take long before the City realized the mistake. Thirteen years after selling, in 1989, the City Council approved the formation of a Nicollet-Lake Task Force to examine reopening Nicollet Ave at Lake St and again redeveloping the intersection. The City of Minneapolis is now embarking on redeveloping that same 10-acre site and re-connecting Nicollet Ave at the western end of the Lake St Cultural District.

OVERVIEW
The Former Kmart and New Nicollet site stands at a literal and figurative crossroads. Lake St and Nicollet Ave was once an intersection of two commercial corridors that served the daily needs of south Minneapolis neighborhoods; the City’s redevelopment of the site will explore how the intersection can do this once again. Figuratively, the City is at a crossroads: how can things be done differently this time, so that the site is equated with success, rather than regret? What kind of redevelopment will stand the test of the next 100+ years? To get this right, community engagement must be at the front of the City’s plans.

The very first goal of the City’s Comprehensive Plan, Minneapolis 2040, is to eliminate racial disparities that currently plague the city. The Former Kmart and New Nicollet Project is an opportunity to put this goal into practice and showcase the City’s dedication to equitable development from start to finish. “Equitable development is an approach for meeting the needs of underserved communities through policies and programs that reduce disparities while fostering places that are healthy and vibrant.”

As part of Phase I of engagement, the first activity will be a series of Community Dialogues with nearby, cultural, and multi-lingual communities, in which City staff will listen to the public’s experiences and needs related to housing, shopping, recreation/gathering, and transportation. The information shared during these conversations will directly influence the project’s Characteristics of Success, which will guide subsequent engagement activities. In addition, Phase I of engagement also includes the

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development of strategies to expand participation and wealth creation opportunities in the redevelopment project to narrow the disparities between how much high-wealth and low-wealth communities traditionally benefit from the project.

Displacement is a legitimate concern for any redevelopment project located in a diverse community. For that reason, the Phase I of engagement also includes the development of a Displacement Risk Assessment and Prevention Plan from a third-party consultant. The plan will utilize both academic research and conversations with current property owners, business owners, tenants, and residents near the intersection to help provide the City with a detailed understanding of the displacement threats and offer prevention strategies unique to the area.

When the City closed Nicollet Ave, traffic patterns changed and neighborhoods on either side of Lake St were disconnected. Recent transportation infrastructure projects in the area are improving connectivity, mobility, and access. To build upon these projects, Phase II of this engagement framework will develop a Public Space Plan, a network of public spaces that will ensure that people walking, biking, and taking transit can move comfortably to, through, and around the former Kmart site. This phase of engagement will also include the development of a New Nicollet Ave Layout Plan for the street and streetscape design of the new block of Nicollet Ave.

Phase III of engagement will continue communication with stakeholders and add opportunities for public feedback on elements that still need to be decided, as detailed in the Project Expectations document. Examples include how public spaces will be designed to reflect nearby cultural communities, public and private funding sources, and number of affordable housing units.

COMMITMENT TO ENGAGEMENT

The City enterprise -- and specifically for the Former Kmart and New Nicollet Project, the departments of Public Works and Community Planning and Economic Development (CPED) -- understand that success requires identifying and involving stakeholders. Historically, black, indigenous, and people of color communities (BIPOC), renters, and people from low-income backgrounds have been underrepresented in civic processes. This can be attributed to many factors including lack of free time and commitments to work, education, and family. One of the main causes for lower representation of BIPOC communities in these processes is the structure in which traditional civic engagement has been conducted, and the disenfranchisement of communities that continues to create obstacles and barriers for people to engage.

In their 2016 Blueprint for Equitable Engagement document, approved by City Council, the City of Minneapolis’ Department of Neighborhood and Community Relations defined “equitable community engagement” as “a process that includes multiple strategies to promote participation of all Minneapolis residents in the communication and decision-making processes of the City”. Civic engagement for the Former Kmart and New Nicollet project will be designed to create equitable and innovative ways to engage populations that have been historically underrepresented in civic life. Such efforts include dedicating time to building new relationships in order to create a more inclusive and equitable planning process to join communities that have already been at the table. The beginning of a stakeholder register can be found in Exhibit A.

The City of Minneapolis also understands that there are varying degrees of engagement and looks to the International Association for Public Participation (IAP2) levels of engagement for structure and direction of City engagement activities (see chart on page 4). In each phase of engagement there will be
opportunities for the City to inform, consult, and involve area stakeholders. As each engagement phase unfolds there may be opportunities for the City to collaborate on developing innovative solutions to the project’s challenges.

The City is committed to the following engagement values through the project:

- Recognizing the magnitude of the project in the City’s history and the opportunity it presents to advance adopted City goals
- Centering under- and un-represented communities and those impacted by the disconnection of Nicollet over decades (see draft stakeholder register in Exhibit A)
- Neither seeking nor assuming a singular position from “the community”
- Working to dismantle the inequities that prevent local knowledge from breaking through into the City’s plans for the project
- Deepening the City’s understanding of communities’ perspectives
- Communicating clearly and in a transparent manner
- Setting clear expectations about which outcomes and decisions the public can influence
- Ensuring those interested are informed and able to participate
- Using diverse engagement methodologies and strategies
- Creating space for building trusting relationships
- Showcasing project evolution in response to engagement
- Incorporating public feedback, ideas, and solutions into project concepts and designs - as appropriate and when possible
- Clearly communicating back to the public what was heard and how that feedback was incorporated
DECISION-MAKING PROCESS
Staff will use existing City policy, professional knowledge and experience, technical analyses, leaderships’ perspectives, elected officials’ insights, and public feedback to make recommendations to the City Council for this project. The City may form a community advisory group at an appropriate time, subject to City Council and Mayoral approval. Final staff recommendations on the project will be made by City staff to the appropriate committees of the City Council. Ultimately, final decisions will be voted on by the full City Council and then approved by the Mayor.

Decision-Making Process: Inputs

Decision-Making Process: Roles/Tasks

FOCUS AREA
The City plans to proactively engage stakeholders who live, work, or regularly visit locations near the site. Specifically, the City will focus engagement efforts within the area extending ½-mile west to Lyndale Ave, ½-mile south to 34th St, ¼-mile to the east to Portland Ave, and ½-mile to the north to 26th St. This area includes portions of the Central, Lyndale, Whittier, and Phillips West neighborhoods. This geographical area was chosen for several reasons. One-half mile radius is a typical walk radius used for pedestrians in cities, especially as cities work to encourage more people to walk and bike further from their homes for work, shopping, and entertainment. Engagement will focus on responding to the needs
and desires of residents, workers, and regular visitors to this area, as those most affected by change from the projects.

TIMELINE
This engagement framework is structured into three phases. The description of each phase below is staff guidance on how the phases will proceed, understanding that the descriptions are flexible enough to adapt to City and stakeholder needs throughout all the phases of engagement, without requiring City Council approval of a change to this framework document.

<table>
<thead>
<tr>
<th>Internal Planning</th>
<th>Phase 1: Launch &amp; Listen</th>
<th>Phase 2: Public Space Plan &amp; New Nicollet Layout Plan</th>
<th>Phase 3: Development sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Engagement Framework</td>
<td>Community Dialogues</td>
<td>Design Workshops</td>
<td></td>
</tr>
<tr>
<td>Project Expectations</td>
<td>Displacement Risk Assessment &amp; Prevention Plan</td>
<td>Selecting Preferred Option</td>
<td></td>
</tr>
<tr>
<td>Project Website</td>
<td>BIPOC Participation Strategies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hire Consultants</td>
<td></td>
<td>Development objectives</td>
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</tr>
</tbody>
</table>

2021 | 2022 | 2023 |
PHASE I – LAUNCH & LISTEN (2022, 6-8 months)

Phase I, Launch and Listen, is focused on creating open dialogues with community members where City staff ask questions and listen. The key goal in Phase I is learning from communities within the engagement focus area and translating those learnings into Characteristics of Success for the project to guide future engagement phases that will inform the final recommendations for the redevelopment and the new block of Nicollet Ave.

The four primary tasks in Phase I are as follows: (i) creating a platform for ongoing, two-way communication through a project page on the City’s website, (ii) having community dialogues with stakeholders in the geographic study area, (iii) engaging with property owners, tenants, and residents on displacement risk and mitigation strategies, and (iv) investigating strategies to expand wealth building opportunities throughout the redevelopment processes.

1) Prepare

The City will hire consultants through a Request for Proposals solicitation in Phase I to work alongside City staff. Consultants will finalize the engagement design and critical questions, implement the engagement, analyze the process, and synthesize learnings. The selected engagement strategies and questions are critical to remaining consistent to the Project Expectations, building trust between stakeholders and the City, and receiving authentic feedback.

An important piece for successful engagement requires hiring the right mix of consultants to assist with the work. The City will aim to hire consultants who have strong ties to stakeholders in the engagement focus area and are trusted members of their community. Consultants will be expected to show previous experience with successfully engaging communities, their knowledge of the communities surrounding the site, and demonstrate how they will adapt to changes and advances in engagement activities. The consultants will also play a key role in planning specific engagement strategies and events that are tailored to different cultural communities and will demonstrate how they will do so.

2) Engage

a) Ongoing Communication

One part of engagement that will remain consistent throughout all three phases will be a Former Kmart and New Nicollet Project webpage on the City’s website. The webpage will support all the engagement activities through marketing, building two-way communications tools into the site, reporting back outcomes from the engagement, and showing progress over time.

**Inform:**
- Share project documents
- Build an awareness of the project
- Display progress over time
- Publish outcomes from the engagement

**Consult:**
- Links to polls, surveys, email

**Outcome:**
- A dynamic and evolving website that easily helps the public learn about and engage in the project
b) Community Dialogues
Community Dialogues will serve as the key engagement component to developing Characteristics of Success for the redevelopment. The dialogues could take the form of in-person focus groups, virtual discussion forums, discussion topics on existing community meeting agendas, informal conversations on the sidewalk, online surveys, and more. Staff will also attend many standing community meetings to seek comment on how to best solicit input from their community. Staff and consultants will begin by reaching out to the stakeholders list (Exhibit A) to begin making connections and building relationships.

Inform:
- Share information about the Public Engagement Framework and Project Expectations
- Build awareness of the project through targeted marketing strategies in the focus area

Consult:
- What are your family’s and community’s strengths, assets, travel and shopping patterns, gathering places, recreational spots, desires, and needs?
- What are your family’s and community’s priorities for the most significant challenges that need to be solved in the area and could be implemented in the project?
- What are the most significant positive outcomes needed for the area?
- What is the most important thing to accomplish with this project?

Outcomes:
- Sketch/map of the focus area communities - strengths, assets, travel and shopping patterns, gathering places, recreational spots, desires, needs
- Communities’ priorities for the most significant challenges that need to be solved and the most significant positive outcomes needed
- Refined strategies for how to engage communities in an inclusive and meaningful way
- Final list of Characteristics of Success that will guide both the subsequent engagement activities and the redevelopment work moving forward. The Characteristics of Success will provide City staff, elected officials, and the public with a prioritized set of principles to strive for and will try to answer the question: What is most important to accomplish at the Former Kmart and New Nicollet site?

c) Displacement Risk Assessment and Prevention Plan
The City will contract with a consultant to complete a Displacement Risk Assessment and Prevention Plan specific to the project area and the plans for the site. The assessment and plan will use existing scholarship to understand the market pressures in the project area and offer strategies unique to this redevelopment and area that will prevent the displacement of long-standing businesses and residents. The consultants hired will use targeted engagement techniques to engage current property owners, tenants, and residents within the focus area to help provide the City with a detailed understanding of the displacement threats to existing businesses and residents. The engagement for this component of outreach may not include interaction with the general public. The plan will include recommended actions and strategies the City can implement to prevent or mitigate displacement and help retain affordable housing, existing businesses, and emerging entrepreneurs.

Inform:
- Project Expectations and project background
- Area housing and commercial property and market trends
Consult:
- What are residents’ and businesses’ greatest challenges to staying in the area?

Outcome:
- Displacement Risk Assessment and Prevention Plan

**d) Strategies to expand participation in the development project**

A key goal for this project is to provide economic opportunities to low-wealth communities in Minneapolis. Real estate redevelopment projects create significant opportunities for wealth creation for those who develop the projects, finance the projects, build the projects, buy the projects, and operate their businesses in the developments, to name a few. The City will contract with consultants who will research and recommend strategies for maximizing the participation of low-wealth communities in the redevelopment, thereby narrowing the disparities between how much high-wealth and low-wealth communities traditionally benefit from the project. Strategies will address selling, leasing, or contracting with businesses, developers, consultants, professional service providers, business owners, and property owners. The consultants hired will use engagement techniques targeted specifically to traditionally low-wealth community entrepreneurs to help develop meaningful and significant strategies to achieve this City goal.

Inform:
- Project Expectations and project background

Consult:
- What are entrepreneurs’ and businesses’ most significant challenges to participating in real estate development or locating a business in Minneapolis?

Outcome:
- Strategies to expand participation in the project

**PHASE 2 – PUBLIC SPACE PLAN AND NICOLLET AVE LAYOUT PLAN (2022-2023, 8-11 months)**

The second phase of engagement responds to community needs and Characteristics of Success from the first phase of engagement in the development of plans for the site’s public spaces and a range of concept designs for the new block of Nicollet Ave. Phase II will culminate with Council approval of two documents: the Public Space Plan and the Nicollet Ave Layout Plan.

**What is a “Public Space Plan”?**

Public spaces are open and accessible to everyone and include gathering spaces such as parks, plazas, markets, playgrounds as well as walking and biking connections, such as streets, walkways, bikeways, and trails. The most successful public spaces are interconnected as a network.

The Public Space Plan will guide the location and design of future public spaces on the site, taking into consideration how those spaces connect to the surrounding public space network. It will include a map/diagram of the network of public spaces, as well as images of what those spaces may look like. It may also include diagrams that designate development parcel locations/sizes and guidelines for the relationship between future development and public spaces. The network of public spaces designed in the Public Space Plan would also function as a framework for future development.
What is a “Nicollet Ave Layout Plan”?  
A layout plan is an illustrative drawing that shows the location of the basic elements of the street and how they will connect with the surrounding transportation networks. For example, a layout could show the locations of sidewalks, boulevards, and travel lanes.

1) Prepare  
During the preparations for the second phase of engagement, City staff will hire a technical consultant team to assist with the design and implementation of the engagement activities in this phase (and in coordination with other engagement consultants), design the initial concepts for public spaces, and create the final Public Space Plan and Nicollet Ave Layout Plan. The City will hire consultants who are well-versed in architecture, landscape architecture, urban design, and engineering. Consultants will be expected to pay close attention to the Project Expectations and Characteristics of Success, and also be able to draw inspiration from diverse cultures and communities while designing concepts that will meet a variety of communities’ needs. Project staff will also coordinate with other agencies, such as Hennepin County and Metro Transit, on infrastructure needs, goals, and concepts.

2) Engage  
a) Design Workshops  
Design workshops may take a variety of formats that present materials and ask for feedback on the items listed below. Both stakeholder communities within the focus area as well as the general public will be engaged.

Inform:  
- Project Expectations  
- Characteristics of Success and needs and opportunities of communities from Phase 1

Consult & Involve:  
- Public gathering space types & locations  
- Pedestrian and bicycle circulation  
- Nicollet Ave concept design  

Outcomes:  
- Public Space options: Based on the feedback received during the Design Workshops, the technical project team will design several different Public Space Plan options that show the location of and conceptual designs of gathering places and pedestrian and bicycle connections on the site.  
- Nicollet Ave Layout options: The project team will prepare illustrative options that show the basic elements of the street (i.e. street width, locations for transit stops, sidewalks, location of boulevards, etc.).

b) Feedback on Public Space Plan and New Nicollet Ave Layout Options  
The Public Space Plan and New Nicollet Ave options will be shared with stakeholders in a variety of ways and stakeholders will be able to offer feedback in a variety of ways as well.

Inform:  
- Project Expectations  
- Characteristics of Success / needs and opportunities of communities from Phase 1
**Consult & Involve:**
- Public Space Plan options
- New Nicollet Ave Layout options

**Outcomes:**
- Feedback from the public regarding preferred Public Space Plan option or preferred elements of different options
- Feedback from public regarding preferred Nicollet Ave layout or preferred elements from different options.

3) **Recommend**
The outcomes of this engagement will be analyzed and incorporated into City staff’s final recommendation for a chosen *Public Space Plan and Nicollet Ave Layout Plan*. These will be brought to the City Council for approval through the appropriate Council Committees and then approved by the Mayor.

**PHASE III, 2023+**
Following Phase II and City approval of the *Public Space Plan and Nicollet Ave Layout*, there will be a Phase III that will continue communication with the public and incorporate engagement strategies around the redevelopment sites. That could include discussing what to include in development objectives for individual sites, reviewing proposals, and more.

**METHODS AND STRATEGIES**
For all the Phases, varying methods of engagement will be required to create access for a wide breadth and depth of community members to participate and provide feedback. Communication through various channels and media will be integral for spreading the word and continuing to build awareness of the engagement opportunities on the project. Examples of both communication and engagement methods that may or may not be implemented through this project are listed below. Consultants and City staff will work together to design and select methods that are best suited for the questions being asked, the community being asked, and any health measures in place at the time of implementation, among other considerations. The methods of engagement for this process are described below in two categories: communication strategies (information out) and engagement strategies (two-way communication).

**Shortlist of Communication Strategies:**
- City social media channels (Facebook, Twitter, NextDoor)
- Emails (via a new GovDelivery subscription list)
- Project page on City’s website
- Poster boards at community spaces
- Print ads in community newspapers (The Alley)
- Radio spots on community and cultural radio programs

**Shortlist of Engagement Strategies:**
- Conversations or focus groups with cultural communities through cultural liaisons and Neighborhood and Community Relations staff
- Online participatory design tool(s)
- Meetings organized by others (i.e. neighborhood/community organizations/religious institutions)
Former Kmart and New Nicollet
Public Engagement Framework

November 30, 2021

- Open houses
- Online surveys
- Interviews
- Artist engagement activities

ENGAGEMENT EVALUATION
City staff will collect demographic information in large convening events and on the website to help staff make those methods as inclusive as possible. In-person strategies will be used to reach key audiences who may not be able to attend a large event or be inclined to interact with technology. Public meetings and engagement activities will be recorded and posted on the website to provide access for those who could not attend. At the end of each phase, City staff will summarize the engagement tools used, key demographics about the participants, and lessons learned (analysis and synthesis of what staff and consultants learned) into an Engagement Summary that will be available on the website.

EXHIBIT
A. Stakeholders Register
<table>
<thead>
<tr>
<th>Community</th>
<th>Role</th>
<th>Associated Groups</th>
<th>Communication and Outreach Method Ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian Cultural Communities</td>
<td>Provide services and build cultural community</td>
<td>Groups working in the American Indian communities, albeit not geographically based in the focus area</td>
<td>Cultural liaisons</td>
</tr>
<tr>
<td>Artists &amp; Arts organizations</td>
<td>Showcase art in the community</td>
<td>Fallout Arts Initiative, Huge Improv Theater, Jungle Theater, SOO Visual Arts</td>
<td>Email, events</td>
</tr>
<tr>
<td>Aging Community</td>
<td>Live in and visit the area</td>
<td>Adult day centers, Horn Towers</td>
<td>Meetings, events</td>
</tr>
<tr>
<td>Bikers &amp; Pedestrians</td>
<td>Right-of-way users</td>
<td>Bikers and Pedestrians around the site, Midtown Greenway Coalition, Pedestrian Advisory Committee, Bicycle Advisory Committee, Advisory Committee on People with Disabilities</td>
<td>Events, social media, meetings</td>
</tr>
<tr>
<td>Black Cultural Communities</td>
<td>Provide services and build cultural community</td>
<td>Groups working in Black communities, albeit not geographically based in the focus area</td>
<td>Cultural liaisons</td>
</tr>
<tr>
<td>Business associations &amp; technical assistance providers</td>
<td>Provide services and advocate for businesses</td>
<td>Lake Street Council, Lake Street Latino Business Association, Lyn-Lake Business Association, Karmel Mall Business Association, Whittier Alliance, New American Development Center</td>
<td>Email, meetings</td>
</tr>
<tr>
<td>Business owners &amp; Employees</td>
<td>Economic contributor</td>
<td>All area businesses and employers (including Eat Street, Karmel Mall, Lake St, Met Transit, South Nicollet)</td>
<td>Events, social media, flyers, engagement with their staff</td>
</tr>
<tr>
<td>Customers</td>
<td>Provide for themselves and their families</td>
<td>All area businesses (including, Karmel Mall, New Horizon families, USPS, Whittier Clinic), nonprofit clients, patrons</td>
<td>Social media, events, flyers</td>
</tr>
<tr>
<td>Day laborers</td>
<td>Find work at the site</td>
<td>People who spend time under the vacant grocery canopy</td>
<td>In person</td>
</tr>
<tr>
<td>Disability Community</td>
<td>Live in and visit the area</td>
<td>Minneapolis Advisory Committee on People with Disabilities, Vision Loss Resource Center, National Federation for the Blind</td>
<td>Meetings, events, organizational liaisons</td>
</tr>
<tr>
<td>Community</td>
<td>Role</td>
<td>Associated Groups</td>
<td>Communication and Outreach Method Ideas</td>
</tr>
<tr>
<td>---------------------------------------</td>
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<td>-------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>East African Cultural Communities</td>
<td>Provide services and build cultural community</td>
<td>FRAYEO (Fortune Relief and Youth Empowerment Organization) and other groups working in East African communities, albeit not geographically based in the focus area</td>
<td>Cultural liaisons</td>
</tr>
<tr>
<td>Future business owners</td>
<td>Economic beneficiary</td>
<td>Small business technical assistance providers, business associations</td>
<td>Email, meetings</td>
</tr>
<tr>
<td>Students</td>
<td>Go to school in the area</td>
<td>Cristo Rey HS, Whittier International Elementary School, Whittier Park</td>
<td>Teachers, student groups, community education</td>
</tr>
<tr>
<td>Latinx Cultural Communities</td>
<td>Provide services and build cultural community</td>
<td>Groups working in Latinx communities, albeit not geographically based in the focus area</td>
<td>Cultural liaisons</td>
</tr>
<tr>
<td>LGBTQIA+ Communities</td>
<td>Live in and visit the area</td>
<td>All Gods Children, Aliveness Project</td>
<td>Meetings, organizational liaisons</td>
</tr>
<tr>
<td>Not-for-profit organizations</td>
<td>Provide services and build community in the area</td>
<td>MN Adult &amp; Teen Challenge, Urban Ventures, Volunteers of America, YMCA Blaisdell</td>
<td>Meetings, events, organizational liaisons</td>
</tr>
<tr>
<td>Official neighborhood groups</td>
<td>City designated community group</td>
<td>Central Area Neighborhood Development Organization (CANDO), Lyndale Neighborhood Association, Phillips West Organization, Whittier Alliance</td>
<td>Meetings, events, email, door-knocking, WhatsApp, Callfire, community radio</td>
</tr>
<tr>
<td>People experiencing homelessness</td>
<td>Live, unhoused, in the area</td>
<td>Homeless outreach providers</td>
<td>Homeless outreach providers</td>
</tr>
<tr>
<td>Religious groups</td>
<td>Create community in the area</td>
<td>Churches, mosques, and Islamic centers in the area</td>
<td>Email, organizational liaisons, flyers</td>
</tr>
<tr>
<td>Residents</td>
<td>Live in area</td>
<td>All those who live within the 1/2-mile radius focus area</td>
<td>Events, flyers, social media, multi-housing management (e.g. Horn Towers, Albright Townhomes), property management companies/landlords comms, door-knocking, targeted mailers</td>
</tr>
<tr>
<td>Transit users</td>
<td>Take transit in the area</td>
<td>Standing at bus stops</td>
<td>Events, Met Transit app outreach</td>
</tr>
</tbody>
</table>