University Commercial Vitality:
Stadium Village, Dinkytown, and Cedar Riverside Business Districts

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For Jan Morlock, Office of University Relations and Barbara Lukerman, Center for Urban and Regional Affairs
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University of Minnesota Neighborhood Business Districts
Neighborhood Impact Assessment

Legend
- University of Minnesota Campus
- Stadium/Bioscience Research Site
- Neighborhood Boundaries
- Mississippi River

Map created by M&I staff, 11/06
Executive Summary

Project Overview
This report examines the vitality of the three neighborhood commercial districts—Stadium Village, Dinkytown, and Cedar Riverside—surrounding the University of Minnesota-Twin Cities Campus (Fig 1). This report will be a major resource for the University of Minnesota’s Neighborhood Impact Study, which is mandated by the Minnesota State Legislature for state funding of the future Gopher football stadium.

The full report includes a literature review of the components of a successful commercial district, best practices from successful university and business district collaborations across the country, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis describing current and potential future conditions for each business district. From the SWOT analysis and best practices, recommendations to strengthen each district and its relationship with the University are proposed. Finally, a comprehensive business inventory of each district is compiled. A summary of these results is highlighted in this Executive Summary.

Resources were shared with an accompanying report, “University Rental Housing,” and it is recommended that both reports be read in tandem to provide a comprehensive picture of the challenges and opportunities facing the business districts and neighborhoods studied.

What Makes a Successful Commercial District?
According to many scholars and practitioners, a successful commercial district must be safe, include a diversity of businesses, and promote mixed uses so that there is activity during the day and night. In addition, adequate parking (for urban areas this implies on-street parking and parking lots on the side or rear of the building), pedestrian-friendly design, and a unique district identity are critical.

Finally, business districts are important to a university for a number of reasons, including the district’s role in providing amenities to students, faculty, and staff, which can lead to a higher quality of life for those in the area. Supporting distinctive commercial districts surrounding the campus helps in attracting top students, faculty, and researchers to the University of Minnesota, and therefore aligns with the institution’s goal of becoming one of the world’s top three public research universities.

Best Practices for University-Business District Collaborations
Best practices from universities and colleges across the country centered on active and meaningful relationships between the businesses and university. Specific ideas include cooperatively funding new infrastructure and promoting university patronage of the districts. The University of Pennsylvania is a notable example of a university’s positive engagement and outreach in the surrounding community and their success story is chronicled in this report.

Stadium Village
Stadium Village is located in the heart of campus along Washington Avenue and further southeast along University Avenue. It has a successful commercial district comprised primarily of restaurants, bars, coffee shops, and other services oriented toward the campus. Stadium Village’s destination businesses include Sally’s
Saloon and Eatery, Stub and Herb’s, and the Radissons University Hotel. Due to its location in the center of campus, proximity to Fairview University Medical Center University Campus, and having major bus and transportation routes (Washington and University Avenues) run through it, Stadium Village is often filled with people and activity. Please refer to the full report for an extensive list and discussion of each district’s SWOT analysis.

- **Strengths**: Liveliness, location, and a low vacancy rate
- **Weaknesses**: Crime, parking, and a deteriorating physical appearance
- **Opportunities**: Increased business stemming from the new Gopher Football Stadium, Bioscience Research Area, and Central Corridor Light Rail Transit, renovations of existing buildings, and a more active relationship with the University
- **Threats**: Gopher stadium and Central Corridor Light Rail Line construction disrupts business, rising property taxes potentially force local businesses out, and continued increases in crime harm the perception of the neighborhood

**Dinkytown**
Dinkytown is located directly northwest of the East Bank campus and is composed primarily of restaurants, bars, and other retail establishments. It is a successful commercial district characterized by a small town atmosphere and unique, locally owned anchor businesses such as Loring Pasta Bar, the Book House, Vescio’s Italian, and the Varsity Theatre.

- **Strengths**: A unique identity, character created by old buildings, and destination businesses
- **Weaknesses**: Trend towards less business diversity, lack of two hour parking, and street cleanliness problems
- **Opportunities**: Pro bono work through academic classes that help the business district, the addition of new businesses such as a bakery, and joint events among neighborhoods, businesses, and the University community
- **Threats**: Lack of communication and shared ownership in the community between businesses, residents, and University; deteriorating physical state of district; and rising property taxes potentially forcing small businesses out of district

**Cedar Riverside**
Cedar Riverside is adjacent to the University of Minnesota’s West Bank Campus. The business district is challenged in many ways. Further, there are significant differences between Cedar Riverside’s three separate commercial areas: Seven Corners, Cedar Avenue, and East Riverside Avenue. The Seven Corners Area caters to students with restaurants and bars, while the Cedar Avenue Area boasts great entertainment, ethnic restaurants, and a variety of other destination businesses including Midwest Mountaineering and Global Village. Finally, the East Riverside Area only contains a few businesses most of which cater to automobile traffic due to its proximity to I-94.

- **Strengths**: Character, ethnic restaurants and entertainment venues, and an abundance of small, locally owned destination businesses
- **Weaknesses**: Physical appearance of the area, crime, and other negative perceptions of the neighborhood
- **Opportunities**: Capitalize on the University’s large customer base,
physical improvements, Central Corridor Light Rail Line

- **Threats:** Continued increases in crime, a reduction in parking, and an increase in vacant store fronts

**Conclusions and Comparisons between the Commercial Districts**

While the three neighborhoods are all adjacent to the University of Minnesota campus, each is unique in its mix of businesses, character, and vitality. Therefore, the analysis and proposed recommendations are specific to each neighborhood although there are some common themes.

Construction activity related to the construction of the Central Corridor LRT and Gopher football stadium will negatively affect Stadium Village more than the other two districts (although Cedar Riverside will also have a station).

Several factors create a sense of separation between Cedar Riverside and the East Bank districts. Both Stadium Village and Dinkytown rely on the University for a larger percentage of their total revenue than does Cedar Riverside district. In addition, Stadium Village and Dinkytown businesses feel that they are a part of the campus and both districts will be impacted by the new Gopher football stadium. In contrast, the Cedar Riverside commercial district is not as University-centered and has many negative perceptions attached to it, mostly related to crime. However, Cedar Riverside has more immigrant-owned businesses than the other districts and has two successful community development corporations operating offices within its boundaries.

There are also similarities among all three districts. All three districts enjoy large numbers of people walking, biking, and using public transit. Despite these facts, there are still considerable parking concerns pressuring the districts. While older buildings create identity and charm for the districts, the poor condition of some buildings and surrounding public infrastructure creates significant perception problems. Even though the amount of crime and the perception of crime may be different in each district, crime issues came up repeatedly in interviews.

Overall, the mix of businesses could also be improved within each district, and many businesses mentioned a desire for other services such as a grocery store. Finally, there is apprehension among long-time, small businesses that increases in rents stemming from property tax increases will force them out of the district.

All three districts want to create a more active relationship with the University. With ideas from interviews with business owners and business associations, and from the best practices, many of the recommendations in this report will help enhance this relationship. One such recommendation is to further promote the University Relations Office as the main contact that all businesses should utilize with ideas, questions, or concerns. This will alleviate some of the difficulty in navigating the University of Minnesota’s departments/offices and help businesses identify potential resources.
Review

History has shown that urban revitalization is often riddled with failures. While the intentions may be honorable, the product has displaced citizens and destroyed the culture of many communities. Fortunately, much of the current literature documenting revitalization strategies takes lessons from past failures. Some of the central themes for successful modern day redevelopment include maintaining diversity among business types, ensuring low crime rates, and pursuing financial investment.

Diversity in the literature often refers to the mix of businesses in a district as well as to the aesthetic structures and design. Mixed use buildings containing retail on the ground level with residential units above increases the retail’s customer base and improves safety by creating more “eyes of the street” (Beyard et al., 2003). Equally important is an assortment of businesses and industries that complement one another, which helps to ensure that a variety of customers will travel to the neighborhood and will have multiple needs met with one trip (Temali, 2002). The hours of the businesses should also be convenient and well advertised so that customers can be assured that the services and retail options they desire will be open when they frequent the district.

Creating character for an area is as important as hours and the mix of businesses. Ethnic businesses help to create a different flavor for a commercial district, as do historic buildings that have charming exteriors (Lanegran et al., 2005). As oftentimes is the case in commercial revitalization, chain stores become the only establishments able to afford higher rents that accompany revitalization. If a commercial district wants to keep its local businesses, it may want to consider attracting restaurants and outpatient services, which according to Gittell and Thompson, are the fastest growing industries with local ownership (1999).

Crime Prevention through Environmental Design (CPTED) principles examine the physical design of an area to reduce crime and create a sense of safety. CPTED principles include increasing natural surveillance in the area through the strategic placement of windows. Large front windows on the street-level allow customers to see in and see out.

Illustration 1. Midwest Mountaineering has large street front windows where customers can see out and pedestrians can see in. Photo credit—www.midwestmtn.com (Midwest Mountaineering, 2006).

The community, while separated by walls, is still interacting through the transparency of the windows. Thinking about how individuals enter and exit parking lots and businesses is another CPTED principle, as is creating distinctions between public and private space by installing landscaping and fencing (Virginia Chapter of the American Planning Association, 2005).

Crime is not only physical assaults and robberies, but also includes perception. Areas that have overflowing trash cans, graffiti, and broken windows are often perceived as places where no one cares.

Illustration 1. Midwest Mountaineering has large street front windows where customers can see out and pedestrians can see in. Photo credit—www.midwestmtn.com (Midwest Mountaineering, 2006).
about the district and criminal activity increases. This has been termed the

"broken window theory" (Nolan et al., 2004). Areas that appear to be forgotten about and are not maintained attract criminals and create atmosphere that is not inviting to customers.

Nolan, Conti, and McDevitt (2004) propose a number of recommendations for creating a safe neighborhood business district, including:

1) Develop and maintain a relationship that allows for open communication between the local police and the neighborhood.
2) Organize neighborhood watch groups to encourage residents to take ownership in safeguarding the neighborhood and business district.
3) Encourage information sharing between residents and between residents and police.
4) Involve residents and business owners in city or institutional development.
5) Recognize and celebrate accomplishments to reward people for their efforts and encourage sustained interest.

In addition, having well-maintained sidewalks, foliage, and trees lining the streets creates a barrier from cars and creates a sense of natural beauty. Also useful for customers are way-finding maps or kiosks that identify businesses by type and location. In urban areas, parking lots should be located behind or to the side of businesses rather than in front, unlike suburban malls. Storefronts should be close to the street, which helps to keep the commercial district focused and cozy. Finally, creating an identity for the neighborhood fosters a sense of community for businesses, residents, and customers. A local example is “Eat Street,” a stretch of Nicollet Avenue in Minneapolis that brands itself as “17 blocks of eating adventure.”

Physical infrastructure is also important. Cities and financial institutions can provide low-interest loans for building rehab and maintenance to encourage business owners to invest in their properties (Beyard et al., 2003; Temali, 2002). Ensuring commercial vitality is a process that includes and demands the participation of residents, business owners, municipalities, and local institutions.

Any discussion of revitalization and development must consider the possibility of gentrification. Neighborhoods with a high percentage of rental property, low housing values, and central locations tend to be the areas that become gentrified. A way to prevent displacement of low-income people while still revitalizing the neighborhood is through a visioning process during the planning stages of development (Wyley et al., 1999). Community Development Corporations (CDCs) often engage in this process.

Finally, universities should be partners with their neighborhood commercial districts. Universities seek to attract talented and creative people, lately referred to as the creative class (Florida, 2002). Florida’s research reveals that the creative class
desires culture, diversity, and art and entertainment among other things. Universities in urban areas have a strong advantage in this regard because often their neighborhoods are already diverse and are in a central location where amenities are easily accessible.
Best Practices

Universities and colleges can choose from a wide array of techniques to increase positive interactions between themselves and the neighborhoods adjacent to campus. Of all the academic institutions researched in this report, the University of Pennsylvania stands out as model for others to emulate.

Overall, University of Penn uses a variety of tools to build a stronger community for students, residents, and customers. This institution played a leading role in the creation of University City District, an independent, not-for-profit organization that manages University City (UC), a 2.2 square mile area of West Philadelphia. In addition, UC Green is Penn’s collaborative program to help “green” the campus, local businesses and residencies. Finally, the Center for Community Partnerships helps bridge the larger social issues surrounding the University’s relationship with West Philadelphia.

SUMMARY

Financial and Marketing Support
- Create an identity or brand for surrounding neighborhoods (Penn)
- Allow businesses/communities to utilize institutional space (Augsburg College)
- Develop programs to assist minority business owners (USC)
- Expose students to local business offerings in the neighborhood and target local residents for open campus positions (Augsburg College)
- Increase activities during summer months (UI)

Education and Outreach
- Hold seminars and other technical assistance programs for members of the local commercial district (Penn)

- Conduct community-driven research projects that produce information for the neighborhoods (Macalester College, UMKC)
- Establish youth programs that work with neighborhood students starting at early childhood and continue through to college-age years (USC)
- Create scholarships to assist community youth in gaining a college degree (Augsburg College)

Infrastructure Development
- Establish a University District to develop and maintain property near campus (Penn)
- Cooperatively fund new infrastructure projects in the adjacent neighborhoods (UI)
- Engage with the community in long-range planning and visioning (USC)
- Construct campus buildings that integrate into the architectural fabric of the community (Macalester College)

Increased Connections
- Promote volunteer and internship opportunities in the local community (Penn, UMKC, and Augsburg College)
- Engage local community members and keep them up-to-date on University happenings (Penn, Augsburg College)
- Encourage staff and faculty to live on campus through low-interest mortgages (USC)

Safety and District Beautification
- Increase foot patrols through a campus ambassadors program (Penn)
- Ensure litter free commercial districts and neighborhoods (UT, Penn)
UNIVERSITY OF PENNSYLVANIA
“Penn has leveraged its investments in public safety, enhanced mortgage programs, economic development, and neighborhood beautification efforts to attract new homeowners and nearly a half billion dollars of private investment in retail and new business development throughout University City” (University of Pennsylvania, 2006). The more than 300,000 square feet of retail space managed by Penn at 40th and Walnut Streets is 100 percent occupied.

University City District
In 1997, Penn helped to establish the University City District (UCD). The UCD is an independent, not-for-profit organization that manages University City (UC), a 2.2 square mile area of West Philadelphia. A 25-member Board of Directors runs the UCD with representatives from Penn, Drexel University, University of the Sciences in Philadelphia, the Children's Hospital of Philadelphia, and many other institutions, local businesses, and organizations. UCD staff oversees programs and services centered on safety, public space, homeownership, entertainment, and commercial and rental property. The organization is funded by voluntary contributions from UC businesses, institutions, and individuals.

University City District runs a variety of programs to enhance the vitality of the commercial district. Programs include:

Marketing and Communications- UCD staff members create marketing material to promote University City and special events taking place within its boundaries. This advertising is furthered by effectively utilizing the media and University City’s

1 Information relating to University City or University City District can be found at www.ucityphila.org (University City District, 2006).
solutions to conflicts between tenants and landlords, or those involving nuisances. Finally, UCD maintains a database of contractors recommended by area residents.

- Commercial Corridors- In 2002, UCD hired corridor managers to improve the viability of Baltimore and Lancaster Avenues. Their tasks included creating business recruitment and retention strategies, enhancing marketing campaigns, and educating property owners on how to maintain their properties. Funding for the corridor managers came from grants from the William Penn Foundation, Philadelphia Commerce Department, Local Initiatives Support Corporation (LISC), and Citizens Bank.

- UC Brite- This program matches funds for property owners purchasing exterior lighting for the neighborhood. To date, the UC Brite Program has improved 58 UC blocks by funding 114 property owners and $70,000 worth of lighting.

- Landlord Information- The UCD created the Landlord Network to convene local University housing staff, landlords, and property managers to discuss rental housing issues that impact the neighborhood.

Public Safety- “UCD's 35 Ambassadors provide a secure, welcoming presence for University City's residents, workers, students, and visitors. Uniformed in blue and gold, the Ambassadors are unarmed officers equipped with two-way radios who patrol the streets of University City on foot and on bicycles every day from 10 a.m. to 3 a.m. They serve as a highly visible deterrent to crime, provide directions and pedestrian assistance, and can call for help in emergency situations.”

Public Space Maintenance- The Public Maintenance Team’s 26 staff members work seven days a week to maintain 160 square blocks. Their main tasks include graffiti removal and sidewalk sweeping. Mechanical cleaning is done along the major commercial areas and around campus. The continual upkeep makes a significant difference in the appearance of the area.

Three neighborhood social service agencies refer local individuals to fill these maintenance positions. “The majority of public space maintenance workers are West or Southwest Philadelphia residents who have successfully transitioned from public assistance to full-time employment.”

UC Green
In 1999, the University of Pennsylvania created UC Green to beautify the streetscape, parks, and schools. The organization brings individuals including university students, local residents, and city officials in a positive unified effort. Undoubtedly, through this process friendships are formed and the social fabric of the community is enhanced.\(^2\)

Illustration 4. UC Green prides itself on forming collaborative partnerships to benefit the entire community. Photo credit: www.ucgreen.org.

“UC Green provides resources and support (such as design assistance, plant selection, project management for professional contracting, tools, soil supplements, organizational support, plants, and construction materials) often through the

\(^2\) Information relating to UC Green can be found at http://www.ucgreen.org/ (UC Green, 2004).
management of third party grants. Many efforts generate in-kind donations which leverage matching funds.”

Center for Community Partnerships
This essential program began in 1992 to link the University with the surrounding community. Its major goal is to bring together academic disciplines in solving complex, interconnected urban problems.

U Penn has nearly 150 academic courses that engage Penn students with the community. This academic community service greatly benefits the City of Philadelphia and specifically the neighborhoods surrounding campus.³

UNIVERSITY OF IOWA
The University Relations Department at the University of Iowa is an integral part of the community at-large and believes that a strong commercial district can provide goods and services for faculty, staff, and students, creating a vibrant campus environment. The University of Iowa works with the Chamber of Commerce and the Downtown Association, and the City of Iowa City on visioning and supporting major capital projects that affect their neighborhood area. They also provide in-kind support for major summer activities with the Iowa Arts Fest and the Iowa City Jazz Fest.

The University of Iowa stadium is one-half mile from the downtown area, and football Saturdays become busy times for area businesses. The University and City of Iowa City traded properties to allow the City to build a new major downtown parking ramp, which also houses a number of new and existing businesses. The University worked with the City and shared cost on major improvements to Iowa Avenue, a major downtown street that leads to campus.

UNIVERSITY OF TEXAS, AUSTIN
During the planning process for the remodeling of the University of Texas’ baseball field (University Federal Credit Union Disch-Falk Field), University staff members met with local community members and business leaders to discuss the project. In this dialogue, businesses and neighbors expressed concern regarding the negative impacts of baseball games, including excess trash. The University

³ Information relating to the Center for Community Partnerships can be found at http://www.upenn.edu/ccp/index.shtml (Center for Community Partnerships, 2006).
responded by sending regular clean-up crews into the neighborhood following games. The trash pickup makes for a more inviting commercial area.

AUGSBURG COLLEGE
Gateway Project
Augsburg’s Gateway building (currently under construction) creates a doorway to the campus and is a connection between the college and community. This mixed-use building is very unique to a college campus. The building fits into the urban form of the nearby commercial district in that it is built up to the street with a surface parking lot behind the building. This inviting design is accentuated by the uses inside the building. Besides the alumni center, student housing, and the MBA program, the community can benefit from the addition of a Barnes and Noble/campus bookstore and a Sedixo Coffee Shop. Further, the community is encouraged to utilize the building’s meeting space and art gallery. Local business leaders were invited to showcase their business to the Augsburg community at the Gateway building’s groundbreaking.


Augsburg President Paul Pribbenow has made a commitment to community involvement and has successfully articulated this section of the college’s mission statement to the community. Local business leaders were individually invited to his inauguration dinner. Further, the Cedar Riverside Business Association (CRBA) meets on-campus for their monthly meeting. The relationship with the business community is further enhanced as the CRBA brochure (showing a map and listing area businesses) is given to all students at Augsburg College.

Hire Local Residents On-Campus
With the President’s leadership, Augsburg has recently announced a program to target Cedar Riverside residents when new employment positions at the college arise. By increasing employment in the neighborhood, crime may decrease, the connections between the college and community will be enhanced, and the spatial mismatch of jobs and home will be reduced because employees can walk to work.

Educational Initiatives
Further, students at local schools in Seward, where Cedar Riverside neighborhood students attend, are eligible for $1,000/year (up to $8,000 total) scholarship toward an Augsburg degree if students meet performance standards and their parents remain active in their education. Similar to the employment program, this education initiative creates a connection between college and the community, the additional education increases income opportunities and creates more disposable income for residents to use at local businesses. Crime could be reduced as unemployment decreases. Also, Augsburg College students must do community service or an internship to graduate. Many of these hours are completed in the local community.

MACALESTER COLLEGE
High Winds Fund
The High Winds Fund was established in 1956 through an initial gift to Macalester...
College from DeWitt Wallace. The mission of the fund is to maintain and improve the beauty, serenity, and security of the area surrounding the campus of Macalester College.

Over the past 40 years, the Fund has grown in both assets and activities while maintaining its original purpose. Many Fund ventures have focused on real estate around the college. Fund staff is responsible for management and maintenance of the off-campus properties owned by Macalester. These include two commercial properties and about a dozen residential properties located immediately adjacent to the campus.

The High Winds Office also has responsibility for acting as Macalester’s liaison to neighbors of the College and to local government representatives. The Fund is engaged in numerous neighborhood partnerships, which support the livability of the neighborhoods surrounding the campus, often providing direct financial support in addition to management leadership.

East Side Community Outreach Research Projects
In 1998, Macalester College began a collaboration with the University of Minnesota’s Center for Urban and Regional Affairs and Metropolitan State University, with assistance from a $400,000 grant for the U.S. Department of Housing and Urban Development, to conduct “action research” projects in economically depressed and racially diverse neighborhoods of East St. Paul.

Through the East Side Community Outreach Partnership Center, student and faculty researchers work on applied or “action” research projects directed by the community itself. By giving the community members the ability to direct the research activities that occur in their neighborhoods, the students, faculty, and community members are able to develop a reciprocal relationship that produces practical and useable research for all members involved.

Examples of applied research projects include developing a strategic plan for Arcade Avenue (a major commercial corridor) for the Payne-Arcade Business Association, and conducting demographic research to inform outreach planning for community development activities.

UNIVERSITY OF MISSOURI - KANSAS CITY
The Center for the City at UMKC connects the University with the urban core of Kansas City. The Center was started in 1998 and founded in 2000 by a team of civically committed faculty that was recommended by UMKC’s Urban Mission Task Force. The Center focuses UMKC’s resources on metropolitan neighborhoods, acts as a responsive portal to UMKC and community partners, and promotes civic engagement of students. Together, UMKC and the Kansas City community are creating solutions that mitigate social problems and bring economic, social and cultural vitality to Kansas City.

The Center serves as home to the Students in the City Program, which focuses on academic service-learning in the classroom.

4 Information relating to the High Winds program can be found at www.macalester.edu/highwinds/highwinds.html (Macalester College High Winds Office, 1999).
5 A brief synopsis of the grant details can be found at the Office of University Partnerships, HUD: http://www.npcr.org/index.html.

6 All information relating to the Center for the City program can be found at http://www.centerforthecity.umkc.edu (Center for the City 2006).
and community; urban research, which focuses resources and revitalization efforts on the urban core of metropolitan Kansas City; and, as a connecting point for civically-minded projects and University resources. The Center also facilitates a City Internship Program through which UMKC students work with the City of Kansas City each academic year.

Through academic service-learning courses, students have the opportunity to actively participate in the community, serving as a vital link between the university and the city. Since 2000, 2647 students have participated in the “Students in the City” program, contributing 61,345 hours of work in various community organizations. Utilizing the 2003 value for a volunteer hour in Missouri of $15.24 (as calculated by the non-profit organization, Independent Sector), UMKC has donated more the $500,000 in service to the urban core in the 2004-2005 academic year alone.

**UNIVERSITY OF SOUTHERN CALIFORNIA (USC)**

The University of Southern California, located in Los Angeles, has integrated itself into the surrounding neighborhoods by providing a broad array of community engagement programs. They range from the USC Community Health Fair to USC External Relations. USC is also home to a US Economic Development Agency Center that serves all of Southern California and provides opportunities to work with the federal government in testing new programs.

**Center for Economic Development**

The Center for Economic Development sends graduate students and professors to work with individual neighborhoods to conduct focus groups, organizational training programs, strategic planning sessions, and visioning workshops with the various neighborhood councils in Los Angeles.

The goal of the workshops was not to decide upon a single vision for a neighborhood community, but rather to use the visioning process as a means to build community consensus around neighborhood council priorities and increase involvement of community stakeholders in council activity.7

These training programs provide neighborhood organizations with the tools needed to analyze their capacity to deal with problems and then plan solutions that are feasible given the organizational and economic limitations of each particular neighborhood (Mitchell, 2006).

Professors also sit on a board that coordinates activities between USC and the local business associations.

**USC Neighborhood Homeownership Program**

The USC Neighborhood Homeownership Program provides eligible employees with monthly payments totaling $50,000 or 20% of the home's purchase price (whichever is less) over a seven year period if they buy and live in a house within a few miles of the USC main campus. The employees sign a contract requiring them to maintain their property and live on the property they purchase.

**Educational Outreach Opportunities**

Each year, 590 children enter one of the USC Schools for Early Childhood Education. They provide home-based, half-

7 Information on the Center for Economic Development at USC can be found at [http://www.usc.edu/sppd](http://www.usc.edu/sppd) (Center for Economic Development Center, 2006).
day, full day, evening, and twilight services to children and families.8

- The USC Head Start/State Preschool Program is financed by a grant from the U.S. Department of Health and Human Services, Administration for Children and Families, and a grant from the State Department of Education, Child Development Division State Preschool. The program provides the following services to low-income families in South Los Angeles
  - Comprehensive child development
  - Health
  - Mental health
  - Nutrition
  - Social Services

The USC Neighborhood Academic Initiative (NAI) is geared towards low income, underrepresented, first-generation college-bound students and their families living in South Central Los Angeles. The Initiative’s programs include:

- English language skills and reading, writing, math and study skills
- Bill Cosby Summer Youth Institute within the USC School of Cinema-Television
- English and Math tutoring, and learning enrichment workshops; writing papers; test-taking strategies; and thinking skills in problem solving

Students are eligible for a 4.5-year scholarship to the University when they meet a certain GPA and SAT requirements.

LA Metro Minority Business Center
The Los Angeles Metro Minority Business Center (LA Metro MBDC) is operated by the USC Business Expansion Network, a unit of USC Civic & Community Relations. It is funded by the U.S. Department of Commerce, Minority Business Development Agency. The Center has a director and staff that provide language and business training to minorities, including:

- Small, minority, and disadvantaged business certifications at City, County, State, and Federal levels
- Contract procurement assistance through public and private institutions
- Bid preparation advisor

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8 For more information on USC External Relations Programs, please refer to http://www.usc.edu/ext-relations/ (University of Southern California External Relations Office, 2006).
Methodology

The University Commercial Districts neighborhood impact research and analysis project was presented to Public Affairs 8203 Neighborhood Revitalization Strategies and Theories on September 16, 2006. Six students, all graduate students at the Hubert H. Humphrey Institute of Public Affairs, volunteered on the proposed project. Barbara Lukerman, Senior Fellow at the Center for Urban and Regional Affairs, was the student’s point person and helped to communicate the requirements designated by the Jan Morlock, Director of the Office of University Relations.

The districts were broken into three commercial areas: Cedar Riverside, Dinkytown, and Stadium Village with two students assigned to each district. The six students then met as a whole to determine how the data collection and analysis would be accomplished. Data gathered for this report informed a literature review of the components of a thriving business district, best practices from across the country on successful university and commercial district relationships, a SWOT analysis, a business inventory, and numerous maps.

With the help of Barbara Lukerman and Jan Morlock, the following schools were identified as possible case studies:

<table>
<thead>
<tr>
<th>Macalester College (St. Paul, MN)</th>
<th>Yale University (New Haven, Connecticut)</th>
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<td>St. Thomas University (St. Paul, MN)</td>
<td>Ohio State University (Columbus, OH)</td>
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<tr>
<td>University of Southern California (Los Angeles, CA)</td>
<td>University of Pennsylvania (Philadelphia, PA)</td>
</tr>
<tr>
<td>Augsburg College (Minneapolis, MN)</td>
<td>University of Texas-Austin</td>
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<td>University of Missouri-Kansas City</td>
<td>Marquette University (Milwaukee, WI)</td>
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<tr>
<td>University of Wisconsin-Milwaukee</td>
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</table>

The schools were divided up amongst the team members and each student identified the appropriate contact at each university. Survey questions were formulated with the goal of assessing whether or not the particular university is engaged with their commercial districts (Appendix I).

After an introductory phone call explaining the project, group members e-mailed the surveys out to their contacts. Other group members completed phone or in person interviews with their contacts in order to obtain more detailed information. Only 7 of the 11 universities interviewed were chronicled in the best practices section and there 7 institutions were chosen due to their noteworthy programs and services that are applicable to the University of Minnesota and its urban setting.

A literature review was conducted to determine the characteristics of successful commercial districts. Readings and reports were obtained from the City of Minneapolis Community Planning and Economic Development Department, Neighborhood Revitalization Strategies and Theories’ readings, articles provided by CURA, and other research databases.

Each of the three neighborhood teams interviewed a variety of businesses and a representative from each district’s business association (Appendices II, III, IV). Interviewees were asked 40 questions ranging from parking to ways they could strengthen their relationship with the University to what business types they

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9 Andie Martinez, who worked on the Cedar Riverside analysis, works for the City of Minneapolis and conducted a business survey of Cedar Riverside during the summer of 2006. Therefore, the data and analysis for Cedar Riverside section is denser.
would like to see in the future (Appendix V). In some cases, group members also attended neighborhood group and business association meetings to obtain input for the project.

In Cedar Riverside, the report was also discussed with a representative from the Neighborhood Revitalization Program (NRP). Further, staff members from the City of Minneapolis Community Planning and Economic Development Department were also involved in order to capitalize the project’s efforts on the Cedar Riverside Small Area Plan that is currently underway.

These interviews helped inform the SWOT analysis, recommendations, and list of destination businesses from each district.

Business inventories were also created (Appendix VI, VII, VIII). The Cedar Riverside inventory involved walking the neighborhood and speaking with business owners. This approach was taken since many of the immigrant owned businesses cannot be identified with normal business or government databases. However, Stadium Village and Dinkytown business inventories were created using the 2006 Polk City Directory.
Stadium Village is a thriving commercial district located on the East Bank of the University of Minnesota's Minneapolis campus (Fig 1). The name of the area is a reference to the old Memorial Stadium, which was torn down in 1992.

Stadium Village is soon to experience a boom in construction. The new TCF Gopher Football Stadium has created much enthusiasm among business owners who are anticipating increased business. The stadium will be located on Huron Boulevard in close proximity to Mariucci Arena and the Williams Arena/ Sports Pavilion complex.

The University has identified the area north of Stadium Village as an expanded research park. Within this zoned research area, the University is constructing a Medical Biosciences Building for medical research laboratories, offices, and conference space for principal investigators and their associated support staff. The Biosciences Building is an expansion to the existing Research Precinct which includes the Lions Research Building, the McGuire Translational Research Facility, and the Center for Magnetic Resonance Research.

Lastly, the University is renovating 717 Delaware Street on the southeast section of Stadium Village. The newly designed space will accommodate the programmatic needs of medicinal chemistry research and will provide space for laboratory meetings, seminars, and supportive personnel.

Capital projects, renovations, relocations and expansion of University offices will create an increase in foot traffic in Stadium Village and consequently increased business. The potential increase in business is generating an interest among business owners to remodel and/or renovate their property. For example, Bakers Square is considering a half million dollar remodeling project to become more competitive with other local eating establishments.

Business Inventory
The neighborhood is comprised of over 90 diverse businesses ranging from restaurants, body piercing studios, fast food chains, grocery stores, hotels, hair saloons, financial institutions and a hospital (Appendix VI). Stadium Village is surrounded by several student housing complexes, residence halls and student apartments which make the neighborhood a popular hangout for students.

According to our survey respondents, University of Minnesota students, staff, and faculty accounted for up to 70 percent of revenue generated in September 2005 through May 2006.

Commercial Vitality
The majority of the businesses in Stadium Village have been in their current location for more than ten years. Recently, businesses in the strip mall along University Avenue and 25th Street have relocated, however, the ambiance is still one of a thriving commercial area.
The Stadium Village Business Association is actively involved with the residents in the area. Although the business owners do not collaborate with each other or the University on business matters, they have open lines of communication to address concerns such as crime. A representative from the association indicated that Stadium Village businesses have a respectful relationship with the University and Fairview Hospital.

According to some of the businesses interviewed parking is not a problem because there are sufficient parking spaces behind their respective establishments. There is also a parking ramp on Washington Avenue which is convenient for patrons and there are plenty of parking meters throughout Stadium Village. The infrastructure of the neighborhood allows for off-street parking and customers will still be in close proximity to many of the businesses and entertainment spots. Parking is reasonable, especially if people are willing to pay for it.

Absentee ownership in the eastern section of Stadium Village has led to neglect of property creating a sense of abandonment. One of the business owners interviewed described the area as “borderline depressed.” There is hope that new owners will purchase the vacant properties and revive the area. Eliminating empty and poorly maintained store fronts will rejuvenate the area and should attract customers to what is an infrequently patronized section of Stadium Village.

**Crime**
Safety is an issue in Stadium Village and according to the business owners interviewed crime is increasing at an uncomfortable pace. The majority of patrons either walk, bike or use public transportation when visiting the area and safety is paramount. High density street lights, surveillance systems and paved sidewalks would create the perception of a safe neighborhood and hopefully help stem crime in the area.

**Recommendations**
Efforts to build capacity must include strategies to attract new businesses and increase diversity in the area. Stadium Village is a historical community and safety must be addressed to ensure the vitality of the neighborhood is preserved.
Figure 2.

**Stadium Village Business District: Destination Businesses**

Neighborhood Impact Assessment

[Map showing business locations with indicators for bars/restaurants, retail, and hotels.]

**Business Location**

1. Arby's/Sbarro Restaurants
2. Baker's Square Restaurant
3. Campus Pizza
4. Gold Country
5. Havard Market West
6. Radisson University Hotel
7. Sally's Saloon and Eatery
8. Stub and Herb's
9. Harvard Market East

Map Created by CURA Staff 11/06
## Stadium Village

### SWOT

#### Strengths
- Diversity and character
- Easily accessible by public transit
- Historical community
- Adequate parking

#### Strengths Related to the University
- New construction and renovation
- Strong police presence
- College sports
- McNamara Alumni Center
- Business relationships with students
- Good revenue stream
- The University is a good neighbor

#### Weaknesses
- Increased crime
- Increased amount of chain stores
- Small businesses leaving the area
- Absentee business owners
- Lack of primary stores
- Poorly lit public spaces
- Sidewalk damage

#### Weaknesses Related to the University
- Summer months are financially difficult for businesses
- Relationship with the University

#### Opportunities
- Increase networks among businesses
- Improve infrastructure
- New coffee shop and housing

#### Opportunities Related to the University
- Sports
- Increase University connections
- Expand service learning
- Facilities use by the University
- Renovation on Delaware Street

#### Threats
- Crime
- Deterioration of buildings
- Infrastructure may change with LRT
- Small shops leaving area
- Property tax increases
- Loss of Customers
- Absentee owners
- Housing costs and rent may increase
- Overcrowding

#### Threats Related to the University
- Lost business during construction phases
- Stadium impact on traffic
- Employee turnover during summer
- Inadequate parking during construction
- Poor communication between the University and the business district
- Maintain diversity
STRENGTHS

Diversity and Character
Businesses in the area include grocery stores, investment bankers, fast food eateries, hotels, florists, and body piercing studios. The eclectic mix of businesses creates a non-traditional neighborhood and serves a variety of needs.

Easily Accessible by Public Transit
Metro Transit and the U of M connector provide adequate transportation to employees, patrons and residents. Stadium Village has great bus service and high ridership rates. The commercial area is close to downtown Minneapolis and approximately ten minutes from downtown Saint Paul.

Historical Community
Most of the buildings in Stadium Village were built in the 1960s, however, the Minneapolis Fire Hall was built in the 1900 and is on the National Registry of Historic Places. The history of the University can be felt in this area.

Adequate Parking
The Washington Avenue ramp is located in the heart of Stadium Village with rates ranging from $2.50 an hour to $12.00 for the day. There is a parking lot on Huron Boulevard and a number of off street lots surrounding Stadium Village. The 4th street ramp offers free night and Sunday parking if there are no events taking place. Generally people will have to pay for parking. There are mixed opinions among business owners on whether there is sufficient parking in Stadium Village.

STRENGTHS RELATED TO THE UNIVERSITY

New Construction and Renovation
There will be extensive construction projects in the area in the near future; this includes the LRT and football stadium. This will bring some revitalization to the area. The new Medical Biosciences building is just another addition that will bring increased population to the area.

Strong Police Presence
The University of Minnesota Police headquarters is located in Stadium Village. Although the U police do not usually respond to calls from businesses in Stadium Village, having them headquartered in the district is an indirect asset to businesses because of the increased police presence.

College Sports
Stadium Village is the anchor neighborhood for sporting events at the University.

Illustration 10. Drawing of the future Gopher Football Stadium. Source

Williams Arena, Mariucci Hockey Arena, Sports Pavilion, Baseline Tennis Center, Recreation Center and the new TCF Gopher Football Stadium provide financial stability to the area now and in the future.

McNamara Alumni Center
Internationally-renowned architect Antoine Predock designed the breathtaking McNamara Alumni Center located in Stadium Village. The McNamara Alumni Center opened in February 2000 as a University office building and events center serving the University community, alumni,
and the general public. Social events, meetings and non-University related activities at the McNamara generate a tremendous amount of activity in Stadium Village.

**Business Relationships with Students**
University students are a great resource to businesses because they have relatively high levels of education, it creates a sense of community for businesses, students, and customers, and students attract their friends to the businesses. Also, businesses have access to student interns. Bakers Square utilized graduate students from Carlson School of Management to complete a marketing study that hopefully will support their plans to remodel the restaurant.

**New Construction and Renovation**
The proposed Gopher football stadium is a major focus around Stadium Village. The stadium and the new Biomedical Science building should generate substantial revenue for business in the area. The Biomedical building will be constructed in the area adjacent to the stadium and next to the Transnational Research Facility which is conveniently located in front of the Campus Connector bus line.

**Good Revenue Stream**
Staff and students are major revenue stream within the district. According to our survey respondents, University of Minnesota students, staff, and faculty accounted for up to 70 percent of revenue generated in September 2005 through May 2006.

**The University is a Good Neighbor**
Business Association members support the University and feel the University is a good neighbor because it plays an active and supporting role in the neighborhood.

**WEAKNESSES**

**Increased Crime**
Crime is a growing concern among business owners, especially within the last two years. Robberies and graffiti have become more prevalent (Appendix IX). There is a strong possibility that crime will increase as a result of more people and traffic coming into the area for sporting events and other University directed activities.

**Increased amount of Chain Stores**
There is a real fear that more chain stores will move into the area. The independent small businesses in Stadium Village fear they are not faring as well as the chain establishments and they many of these small business owners fear that larger corporations, attracted by the new stadium, will invade the neighborhood. Anchor businesses in the area include Arby’s, Bakers Square, Radisson Hotel, Harvard Market, Gold Country, Stub and Herb’s, Sally’s and Campus Pizza. (Fig 2).

Illustration 11. Applebee’s is located within the Radisson Hotel building and represents the expansion of chains into the area.

Unfortunately, due to corporate procedures, we were not able to interview some of these businesses. However, the businesses we did interview stated they have no plans to leave the area or to expand their business at this time.
Small Businesses Leaving the Area
Stadium Village once had a bakery, a ski apparel shop and a drugstore, however, due to tax increases and the basic cost of doing business these establishments left the area. Most recently, Blockbuster announced they were leaving Stadium Village as well.

Absentee Business Owners
Two of the businesses interviewed, including Harvard Market, indicated they had absentee owners. Consequently, owners are not as in touch with their buildings as the owners of the businesses are. Such a situation creates an opportunity for neglect unless the business owners are persistent, and unfortunately this is not always the case.

Lack of Primary Stores
Stadium Village has three small grocery stores but interviewees stated it would be helpful for business owners and residents if there were a major grocery store in the neighborhood. They would also like to see a hardware store, discount store, clothing retailer, and CVS or Walgreens.

Poorly Lit Public Spaces
Lighting within Stadium Village is inadequate. The business owners interviewed stated that limited lighting makes the area a target for crime. Stadium Village is not a welcoming place in the evenings because of the perception of crime by patrons and residents.

Sidewalk Damage
Proposed changes in transportation will facilitate easier access to Stadium Village. However, a large portion of people walk to Stadium Village or travel by bicycle. There are places where cracks in the sidewalk make walking and bicycling hazardous. A complete review of the transportation system in Stadium Village should include pedestrian and handicapped access to the area.

WEAKNESSES RELATED TO THE UNIVERSITY

Summers Months are Financially difficult for Businesses
Business slows down significantly during the summer months when fewer students are in attending classes. Business owners interviewed mentioned this annual time period as financially difficult.

Relationship with the University
One interviewee mentioned that the University gives the impression of being a “Big Brother” to the business owners in the area. Perhaps a gentler approach could be used when discussing problems such as student drinking or other areas of concern that directly affect the businesses in the area. The construction will be the large area of needed coordination.

OPPORTUNITIES

Increase Networks among Businesses
The Business Association could help create networks between businesses. For example, patients and visitors at Fairview could be encouraged to patronize the Radisson Hotel and other businesses in the area. Improving the relationship between the hospital and other businesses would increase the customer base for the Radisson Hotel. The Radisson can build a solid network of customers who will utilize conference rooms, restaurants and other resources offered at the hotel.

Improved Infrastructure
Construction of the LRT will include infrastructure improvements. The influx of new patrons provides reason for business owners to invest in renovation projects.
New coffee shop and housing
A coffee shop will soon be located where Blockbuster Video previously was. Coffee shops generate foot traffic for an area and should help to revitalize that area. Also, new student housing is going to be built in this area, which will also increase foot traffic.

OPPORTUNITIES RELATED TO THE UNIVERSITY

Sports
Stadium Village has many sports arenas. When they build the new football stadium that will add to the portfolio. Sports events create a market for entertainment, restaurants and bars, which Stadium Village has many of.

Increase University connections
The University can create a stronger network with the business community. Currently there is little student and University direct interaction in the area, expanding the University’s role in this area could create a more tight knit community. This would also expand student spending in parts of the area where it is less frequent. There would be greater cooperation of problems as well.

Expand Service Learning
The Career and Community Learning Center works with faculty to incorporate service learning into the classroom. With the help of faculty, the CCLC could expand opportunities for learning into Stadium Village. The Carlson School of Management has done so already, and perhaps this program could be expanded as well.

Facilities use by the University
The University can partner with the Radisson hotel to organize conferences and training. Sometimes facilities are tight at the University and the Radisson has little interaction with the University. Restaurants and hotels in the area would like to see the University utilize their services more often. It is understood that the University has meeting facilities, however, the business owners would like an opportunity to advertise their services to conference decision makers at the University.

Renovation of Delaware Street
The renovation of 717 Delaware provides an opportunity for the University to improve the overall appearance of Stadium Village. Presenting a seamless transition between University property and city owned property with better street lights, larger waste containers and paved sidewalks would benefit the overall look of the area.

THREATS

Crime
Crime is of a growing concern, especially over the last two years (Appendix IX). Robberies and graffiti have become more prevalent. The possibility exists that crime will increase as a result of more people and traffic coming into the area for sporting events and other University directed activities. Crime and the perception of crime are major enemies to business. If the area is to remain a strong commercial area crime must remain under control.

Deterioration of Buildings
The buildings in the area are nearly 50 years old and need continued maintenance. If they are neglected the neighborhood may begin to be perceived as unsafe and that no investment is taking place, leading to a loss of customers.

Infrastructure may change with LRT
Currently buses run along Washington Avenue very frequently, the train will also
run frequently. The train will require far
different infrastructure and will change the
setup of the street. This will bring
significant change to the streetscape.
Parking and cars, street width will all change. There will be a different design to
the neighborhood. There will be lots of
change to accommodate all of these features
and people will be resistant to change.

Small shops leaving the area
Chain stores are often able to offer lower
prices to customers than small independent
businesses. It is possible that the
independent businesses may not be able to
compete with the lower prices and will be
forced to close down. This would be a loss
to the neighborhood because the
independent businesses help create a unique
caracter that chains do not.

Property Tax Increases
Property taxes have recently increased,
putting pressure on small businesses.
Increased property taxes may have the effect
of pushing out smaller businesses whose
revenue streams cannot cover the higher
taxes.

Loss of Customers
Due to the lack of primary businesses such
as a hardware store, basic super market, and
pharmacy, patrons may shop elsewhere.
When they leave the area they may
patronize businesses similar to those in
Stadium Village. If such a trend continues
the commercial district may steadily lose a
customer base.

Absentee Owners
Absentee owners are not as vested in the
area as regular owners. If Stadium Village
is to deal with its problems it will need an
organized and involved business
community.

Housing costs and rent may increase
Minneapolis has felt strong property value
increases in recent years. Someone has to
pay this, this is directly felt in rent and
housing costs. When the areas are
affordable, that provides a more balanced
culture and clientele to the area than
gentrification. Rising property values must
be monitored and hopefully controlled to
some degree to keep a diverse customer
base.

Overcrowding
With the new stadium and LRT more people
will be coming to Stadium Village. This
could cause overcrowding of people, cars
and traffic. Stadium Village may not have
capacity to handle the large influx.

THREATS RELATED TO THE
UNIVERSITY

Lost business during construction phase
One of the major threats facing Stadium
Village businesses is the upcoming
construction for the TCF Football Stadium,
Biomedical Building and the 717 Delaware
renovation. One of the survey respondents
stated they were against LRT coming to
campus because the current public
transportation is reliable. Some of the small
businesses indicated they are concerned
about loss of business and perhaps
employees during the construction period.
Construction can cause customers to go
elsewhere for entertainment and food
creating a loss of social capital and character
to the area.

Street and road realignments south and west
of the stadium site will also impact Stadium
Village. Expansion of the parking lots north
and east of the stadium will redirected away
from Stadium Village. In February, 2007
street work including Huron Blvd.,
Inadequate Parking during Construction
The University must ensure there is adequate parking to accommodate the influx of visitors who will participate in sports functions and medical conferences. The Stadium Village area is interconnected with the University, if the University does not control their parking situation it will take away parking and business parking.

Poor Communication between the University and the Business District
Failure in communicating proposed construction schedules and expansions to the Business Association could be detrimental to the current relationship between the University and the business owners.

Maintain diversity
The University must continue to bring international students to campus and maintain the diversity that will hopefully become a part of the business sector in Stadium Village. Stadium Village is the reflection of the University. The University’s diversity should be reflected in the business diversity in Stadium Village.

Illustration 12. Construction near commuter parking lots.

University Avenue, and Oak Street will require temporary lane closures directly affecting the flow of traffic in Stadium Village.

Stadium impact on traffic
The new stadium will certainly change the traffic patterns. The stadium will be a massive structure which will change the street flow, along with the streets. During games it will cause large fluxes of traffic. A smart and efficient design must be implemented to control the traffic changes.

Employee Turnover in Summer
Many of the students go home for the summer and staffing during this time becomes difficult.
Maintaining the current fabric of the area including the diversity of businesses and welcoming atmosphere is paramount to the continued success of Stadium Village. Supporting existing businesses to ensure they stay in the area and participate in necessary revitalization efforts to support the TCF Gopher Football Stadium and other University based projects is critical. The following recommendations will ensure success in developing partnerships between the University and building capacity for businesses in Stadium Village.

**CREATING PARTNERSHIPS AND COLLABORATIONS**

- **Establish a partnership with the University to design and/or develop a beautification process to modernize the appearance of Stadium Village.**
  A beautification collaboration would include stakeholders in the area such as residents, students, and staff committed to preserving Stadium Village. Under University directives, the goal would be to develop a process to paint, plant and beautify public spaces in Stadium Village. Beautification and modernization would elevate the social and economic benefits of the neighborhood.

- **Establish a stronger relationship between University of Minnesota Police and the City of Minneapolis Police.**
  The level of crime is a concern for businesses in this district. Recent instances of property damage raise questions about the district’s overall livability. The perception of crime in the area has a significant impact on the district’s reputation and vitality. University Police should partner with Minneapolis Police to increase patrols in the area and provide a higher level of comfort to the businesses owners and patrons.

- **Utilize International Fellows concept and Restaurant Management Program to bring diversity into the neighborhood.**
  The University is a quilt of many nations with races and ethnicities from around the world. With the assistance of the University, Stadium Village should mirror the diversity projected by the University students and staff.

  The University currently has a restaurant management program at the Crookston Campus. It would be advantageous if the students in the restaurant program could interact with the businesses in Stadium Village. Internships for these students would provide hands on training for the students and an opportunity for business owners to learn current concepts in restaurant management.

  Stadium Village has a number of businesses that compliment the college atmosphere of the neighborhood. In order to remain competitive with other commercial districts in the area, Stadium Village should create a diverse mix of businesses to represent the diversity of students and staff who live, eat and shop in the area. Partnered with Carlson School of Management, students and business owners could investigate the possibility of creating a mini global market in Stadium Village.

  University Relations in conjunction with the Carlson School of Management should create a business curriculum dedicated to diversity and inclusion. Final projects within the curriculum would be recommendations to add ethnic businesses in Stadium Village to produce an economically viable community that speaks to unity and globalization.
- **Encourage Underrepresented Businesses to move into the Area.**

There is an abundance of entertainment establishments in Stadium Village. However, a grocery store, clothing store, discount store, drug store and perhaps a hardware store would meet the day to day needs of the area. The area is also home to a very large population of students who currently go to the outskirts of campus to purchase items offered by the above mentioned businesses. Strategically placing these stores on site in addition to providing convenience would generate revenue for the area.

**INFRASTRUCTURE IMPROVEMENTS**

- **The common areas of Stadium Village are in need of general repairs. Improved lighting, larger waste containers, more plants, flowers and trees are recommended.**

A business owners are concerned that the stadium construction and pending LRT projects will create a disruption to their business. It would be beneficial if the University Construction Management department would stagger construction phases to minimize inaccessibility to Stadium Village. Developing a schedule to ensure no business was out of reach for longer than two weeks would help business owners plan work schedules for employees. It is also recommended that sidewalks, street lights and areas for bicycles and parking lots be updated to reflect a modern campus environment.

**LEVERAGING UNIVERSITY RESOURCES TO BUILD CAPACITY**

- **Encourage business owners to participate in University sponsored programs.**

It is the University’s goal to stimulate socioeconomic empowerment within communities surrounding the Twin Cities campus by establishing initiatives and programs that create opportunities for business owners to build capacity and improve profitability. Furthermore, it would be beneficial if the University would conduct a study of the businesses that have left the area and determine why they are leaving and what the University can do to retain small businesses in Stadium Village. To accomplish this goal, the University should dedicate resources to guide business owners to the resources offered by Carlson School of Business or The Office for Business and Community Economic Development.

The Office for Business & Community Economic Development (BCED) offers two unique programs that provide business development services and technical assistance. The Management Technical Assistance Program (MTAP) and the Management Assistance Program (MAP) work in tandem with professional and graduate students from the Carlson School of Management, the Humphrey Institute for Public Affairs and the University of Minnesota Law School to develop strategies to leverage assets and resources.

All of the survey respondents expressed an interest in working with University students on marketing, communications, business plans, etc. Establishing educational and economic partnerships will foster economic diversification, entrepreneurial expansion, new business start ups and job creation within the community.

Ultimately, the networks between the University and Stadium Village will generate a sustainable economy for the commercial district.
Dinkytown is a vibrant commercial district located within the Marcy-Holmes neighborhood, on the north side of the University of Minnesota’s Minneapolis East Bank campus. Dinkytown has a unique mix of restaurants, shopping, and cultural venues which draw university students, city visitors and area neighborhood residents into the area. The district serves as a significant cultural gateway to both the University of Minnesota and the northeastern section of Minneapolis.

Dinkytown is bounded by the following streets: 13th Avenue on the west, 15th Avenue on the east, 6th Street on the north, and University Avenue on the south, with a small pocket of commercial activity extending onto 16th Avenue to the east. Although Dinkytown is composed of only 9 blocks, its compact size hosts a diverse mix of shopping, recreation, entertainment, and eating establishments.

Illustration 13. Loring Pasta Bar is a popular destination. Photo credit- Paul Gill.

The TCF Gopher Football Stadium construction plans have created mixed feelings among the business and residential populations that call Dinkytown home. While some business owners believe that the new stadium will draw additional foot traffic into their shops and restaurants, other owners are concerned that the lack of available parking will drive away more regular customers who will not want to deal with the hassle of navigating the district during game days.

Business Inventory
In the combined East Bank study area, which includes the East River Road, Prospect Park, Stadium Village, Marcy Holmes, and SE Como neighborhoods there is a total of approximately 245 businesses (Appendix VII). These are comprised of 45 restaurants including franchises and ethnic restaurants, 58 retail stores and shops, 142 services, and 13 business offices. The greatest concentration of these businesses is in Dinkytown and Stadium village although there are many industrial services and several restaurants along SE Como and East Hennepin Avenue which also serve members of the university community.

The vast majority of these businesses (approximately 90%) have annual sales between $1 million and $2.5 million. Nearly all of the businesses adjacent to the university fall within this sale volume (Polk City Directories, 2006).

Approximately 7 percent of businesses in the combined study area fall in the range between $2.5 million and $20 million annual sales. Most of these larger businesses are printers, manufacturing, industrial manufacturing business, or computer
software. Only three percent of businesses (Polk City Directories, 2006). These larger businesses are scattered throughout the study area with some on Como Avenue near the eastern border of the study area, a few on Central Avenue, a few in central SE Como on 10th Street and 11th Street, and a majority on the University Avenue corridor in Prospect Park.

Commercial Vitality
The mix of businesses in Dinkytown has experienced a great deal of change since the business association was formed in 1948. Larger chain-style restaurants and shopping venues are taking the place of older independent businesses that could not remain profitable. While the change in the diversity of business mix worries some residents and business owners, efforts have been made to preserve and re-use older buildings for new purposes. Two examples include the restoration of Varsity Theatre and the conversion of Gray’s Drugstore into the popular Loring Pasta Bar.

The general maintenance of streets and signage of the buildings is of great concern to local residents, who worry what impact the city’s signage rules and litter have on the character of the Dinkytown district.

Parking is a major issue for the business owners in the area. Many have expressed their concern over the change in metered parking requirements, which allow patrons to park on the street for only one hour. This decreases the likelihood that individuals (who parked in metered spots) will spend time walking Dinkytown and browsing the different retail and restaurant spaces. Business owners surveyed indicated that such parking rules are not found in the other adjacent neighborhoods, and disadvantage Dinkytown businesses. The Dinkytown Business Association is composed primarily of small business owners and business representatives. It represents the interests of Dinkytown business and communicates these concerns to the University Outreach committees, student organizations, neighborhood councils and different departments of the City of Minneapolis. However, several businesses prefer independence, or are not aware of any business organization.

Crime
Crime is generally not perceived of as a serious problem in the area compared with other neighborhoods (Appendix IX.) although Minneapolis city police coverage, communication with the University police, and response times could be improved. The recent late night assaults on students in Dinkytown, the SE Como and Marcy Holmes neighborhoods are also a concern. With the arrival of late night entertainment and drinking establishments in recent years, there has been a rise in vandalism and petty crimes. There is mixed opinion as to whether this is caused by local university students or people drawn to the night scene from outside the local area.

Recommendations
Although the Dinkytown district is a vibrant commercial district, with significant patronage from members of the university community, there are avenues for the Dinkytown businesses and the University to strengthen their relationship. Dinkytown forms an important gateway to the University’s East Bank and the business district. The University could work with the business association to improve the infrastructure, which would make the area more attractive to customers and students alike. In addition, the University could also collaborate with businesses on community-based research projects. These projects
would focus on issues brought forward by the business leaders and would give the University insight into the current trends in the district, while allowing business leaders to take advantage of the University’s ample resources. The University, the City of Minneapolis, and the business association could also collaborate to address parking concerns. Increasing awareness about the Dinkytown experience could make significant strides in strengthening the vitality of the area.
Figure 3.

Dinkytown Business District: Destination Businesses

Neighborhood Impact Assessment

Business Location
1. Varsity Theater
2. Loring Pasta Bar
3. Book House
4. Vescio’s Italian Restaurant
5. The Podium

Art
Bar/Restaurant
Retail

Map Created by CURA Staff 11/06
### Dinkytown

#### SWOT

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tr>
<td>Gateway to the University</td>
<td>Lack of cohesion among businesses causes planning problems</td>
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<td>National name recognition</td>
<td>Insufficient parking supply to meet demand</td>
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<tr>
<td>Current business vitality</td>
<td>Problematic nightclub crowd behavior</td>
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<tr>
<td>Proud “little village” history</td>
<td>Confusion over police jurisdiction</td>
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<tr>
<td>Historic character</td>
<td>Tension between Minneapolis Police and businesses</td>
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<td>Strong connections between Marcy Holmes neighborhood</td>
<td>Street cleanliness</td>
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<tr>
<td><strong>Strengths related to the University</strong></td>
<td><strong>Weaknesses related to the University</strong></td>
</tr>
<tr>
<td>Proximity of Large Student Population</td>
<td>High student employee turnover rate</td>
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<tr>
<td>Students as an employee base and a conduit for information</td>
<td>Lack of institutional business relationship with the University</td>
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STRENGTHS

Gateway to the University
The Dinkytown district serves as an important gateway between the University and northeast Minneapolis. Dinkytown provides a place for members of the university community and the general public to mingle and interact. Business owners and neighborhood residents alike noted in our interviews that the Dinkytown district plays an important role as a gateway, because visitors and students are likely to pass through it on their way to and from the University.

National Name Recognition
Dinkytown USA has national name recognition, based upon its historic character, and many business owners actively utilize this brand to benefit their businesses. The use of street banners and other forms of identification only help spread the Dinkytown brand to other areas of the city. In addition, Dinkytown benefits from a number of anchor businesses, such as Loring Pasta Bar, Book House, the Podium and Vescios that draw in people and university alumni from all over the Twin Cities metro area. Several businesses are able to parlay that success into a thriving internet and mail order business, like the Book House, which helps boost their sales. Furthermore, Dinkytown is also home to several long time businesses which lend a sense of character and stability to the community.

Current Business Vitality
The Dinkytown District has relatively few vacant store fronts, and benefits from the traffic flow along University Avenue and 4th Street SE. The neighborhood infrastructure was renovated in 1995 with the streets and sidewalks widened and lampposts and festive lights were added to improve visibility. These improvements have helped improve perception of the area, and made the district more inviting.

Proud “Little Village” History
Business owners and residents near the district have commented that the district is an area where individuals feel free to interact in a small “village” type atmosphere. The numerous places to meet for conversation and activity make the area an intellectual incubator, where different types of people often meet up and exchange ideas and experiences. Furthermore, current businesses like the Loring Pasta Bar and the Book House, respectfully and hold up the important cultural history that the area represents for not only the University, but also for Minneapolis as a whole.

Historic Character
The older buildings give Dinkytown a sense of charm, place and community and distinguish it from homogenous suburban shopping centers. They also have prevented taxes from rising too quickly in the past.

Strong Connections to the Marcy-Holmes Neighborhood
Residents in the nearby Marcy-Holmes neighborhood support the local businesses in the Dinkytown District, and are actively seeking ways to encourage connections between the student renters that are in the neighborhood and the University officials on
campus. In contrast the typical antagonistic relationship that typifies most student renters and property owning neighborhood resident relations, as seen in the Marcy-Holmes neighborhood, has actively reached out to their student population, and has even created a student liaison position to help improve relationships between the residents and the renters. Discussions with neighborhood residents indicate that the Marcy-Holmes neighborhood understands and values what students have to bring to their neighborhood and the Dinkytown business district.

**STRENGTHS RELATED TO THE UNIVERSITY**

**Proximity of Large Student Population**
Dinkytown is ideally located between a high concentration of student housing and the University so students must pass through the district on their way to classes. This built-in customer base provides a high percentage of customers in the coveted 18-24 age group (Appendix X).

**Students as an Employee Base and a Conduit for Information**
Many businesses rely on intelligent, hard working student employees to provide around 80%-90% of their labor force and these employers provide students workers with stable income to pay tuition (Appendix XI). Some student employees provide employers with technical assistance and are knowledgeable of the latest business and accounting software programs. Student employees also serve as a two-way conduit of communication between the University and the businesses. If a student need for a product or service is not being met, businesses learn about it through their employees. If students or faculty need supplies, student employees will let the business owners know.

**Intellectual Diversity of the District**
One of the biggest boons of being located near the University is that Dinkytown businesses have a diverse and highly educated population to draw employees from. In addition, the mix of academic and social interests of these students assists business owners in developing new ways of doing business and serving their customers.

**Stable Year Round Business**
Increasing student enrolment has caused many more students to attend classes in the summer, which keeps business in Dinkytown fairly steady year round. This allows small business owners to provide summer employment to students.

**Active Business Participation in the University Community**
Several businesses are active participants in the university community. They donate money and time to student organizations and causes, and help promote university events. The Dinkytown Business Association sends representatives to meet with student organizations, the University Outreach Office, the surrounding neighborhood councils as well as the City of Minneapolis.

**Variety of Pro-Bono Student Projects**
Several businesses have benefited from pro bono market analysis from university business students. University Landscape architecture students helped in designing the 1995 renovation of Dinkytown. These projects provide students with valuable experience and businesses with free expertise and labor as well as a student perspective.

**Large Customer Base provided the University**
Many businesses receive 50 to 70 percent of all their businesses from the University. Dinkytown has a central location, and serves
the largest concentration of off-campus students who live in Marcy Holmes, SE Como, and even NE Minneapolis to a lesser extent.

**Positive Student Behavior**
In interviews, some businesses owners cited the overall good behavior of University students. These owners did not attribute theft of merchandise, littering outside the store, vandalism, or any other negative behavior to university students as a whole, but rather a few “bad apples” that were acting inappropriately.

**Diverse Character of District**
The variety of ethnic groups and cultures among University students and area residents create a special character in Dinkytown (Appendix XII). This character can be found in many ethnic stores, bookstores and restaurants and among the businesses owners, employees, and customers. This diversity helps the broad selections found at many Dinkytown businesses, benefits all Dinkytown businesses and helps draw in customers from outside the immediate university neighborhood.

**Nearby Athletic Events and University Programming**
Some alumni and students park in Dinkytown, shop or dine and then walk to games in the Athletic District of the University or even walk to the Metrodome for football and baseball games. With the construction of the new TCF Stadium, business is expected to significantly increase with the added foot traffic. In addition, as many Marcy-Homes neighborhood residents indicated, the University’s wide array of cultural, academic, and social activities serves as a major draw for the area, and often complements the offerings of the Dinkytown District. Residents, students, and visitors who attend these events often have to cross through Dinkytown to get to the events, often availing themselves of the shops, restaurants, and services in the District.

**Collaborative Efforts to Gain Additional Lighting at 15th Avenue SE**
The city’s moratorium on the construction of new lighting was a significant hindrance to crime prevention efforts in the Marcy-Holmes neighborhood and Dinkytown district. However, a student and staff grassroots lobby campaign in 2005 won a victory for the area, by convincing the City Council to approve an assessment of $212,000 for pedestrian lighting on 15th Avenue SE, between Como Avenue SE and 5th Street SE (Hoffman, 2005). This successful grassroots effort not only helped increase the safety of the Dinkytown area at night, it also provides a model for other neighborhoods to follow in advocating for additional lighting resources.

**WEAKNESSES**

**Lack of Cohesion among Businesses Causes Planning Problems**
While some businesses actively participate with the University and the Dinkytown Business Association, many do not have any relations with other business or the University. They do not engage in cross-promotions or community-wide events. One business owner indicated that the District’s decision to not become formally recognized as part of the University or the Marcy-Holmes neighborhood areas has decreased the ability of Dinkytown business owners to participate in the area planning processes and puts them behind the curve on staying up to date on current happenings within the region.
Insufficient Parking Supply to Meet Demand
The supply of parking spaces is less than the demand even with public transportation options. This could lead to increased congestion on game days when the new TCF Stadium is built.

Problematic Nightclub Crowd Behavior
New nightclubs have opened in the past few years, making Dinkytown a nightlife destination. This has caused increasing problems with drinking, vandalism, littering and theft. The people causing the problems do not live in Dinkytown and therefore have less of a stake in keeping the neighborhood clean and vital. This is causing problems with the perception of Dinkytown.

Confusion over Police Jurisdiction
While the University Police Department (UPD) is not responsible for Dinkytown, it does sometimes cover for the Minneapolis Police Department (MPD) if UPD can get to the scene sooner than the MPD. The UPD covers the blocks closest to the border with the university but blocks further away are left to MPD. Few people know exactly where each force has jurisdiction, which leads to confusion among dispatchers over which dispatch center should be used to route 911 calls. If the wrong dispatch center is used, the police often arrive too late to prevent a crime or catch the criminals.

Tension between Minneapolis Police and Businesses
The police department believes some businesses overuse the 911 call and have requested these businesses to refrain. This has caused the businesses to call less and possibly under report crimes. This could lead to a perception of lax security near a business, which would hurt sales and possibly encourage criminals.

Street Cleanliness
Trash and litter on the streets of Dinkytown portrays a negative image of the area, which is only perpetuated by major acts of property destruction, like the riots that occurred after Gopher hockey national championship victories. The presence of trash on the streets creates a perception (though a false perception) that the nearby residents and business owners do not care enough about the area to maintain it. Because many visitors to the University pass through Dinkytown, it also creates a negative impression of the University. This perception may affect the number of individuals that shop in or use the Dinkytown District.

WEAKNESSES RELATED TO THE UNIVERSITY

High Student Employee Turnover Rate
High student turnover leads workforce instability as owners invest significant time and resources in training new employees on a regular basis. Constant employee replacement can lead to a loss in institutional memory for a business, which leads to inefficiency.

Lack of Institutional Business Relationship with the University
Business owners mentioned that they wished to establish service contract relationship with the University, but often have to compete against national service providers for contract business. For example, the University does not generally have long-term catering, printing, or book ordering contracts with Dinkytown businesses. This means small businesses must constantly work on advertising and outreach towards university students and faculty. In general, contacts and collaborations between business and faculty and university staff do not carry over from year to year and so the relationship does not become more deeply integrated as in other urban universities.

**Difficulty in Navigating the University**

Business owners have indicated that since the University is such a large institution with many levels of administration, they often do not know the correct individuals to contact at the University to initiate a partnership or answer questions they may have.

**Switch from Quarter to Semester Academic Schedule**

Business owners indicated that switch to a semester-based class schedule has been a significant problem, as the month-long break in class activity in December and January hurts their ability to retain workers and customers who often return to their hometowns for the duration of the break. It is difficult for these owners to keep their student employees on campus for this period of time, and there is also a drop off in student patronage during this time period. Surprisingly, these owners indicated that the summer months are not as bad for business as the winter break is, because they have developed an established customer base that frequents their businesses during the summer, which helps reduce the student losses during these three months.

**Competition from University Programming and Special Events**

Although we also consider the wealth of university programming opportunities a strength for the area, it should be noted that visitors, students and residents who utilize these activities or services on campus are, at that moment, not taking advantage of the opportunities that exist in Dinkytown. While the businesses benefit from the increased foot traffic as people head to the University; entertainment and restaurant businesses compete with the University for that audience. One example brought up in our interviews is the University’s use of national food vendors for catering events, which decrease the number of people who might consider eating in Dinkytown for that meal.

**OPPORTUNITIES**

**Expand Business Diversity**

Dinkytown lacks certain basic stores that are found in other urban neighborhoods. There is sufficient student and resident demand for an independent bakery, flower shop, laundromat, and music store. This represents an opportunity for future growth. In addition, Dinkytown lacks a large general grocery store where students and long-time residents could buy basic food and supplies at low prices. If such a store was built, it could cause more residents to shop locally. It could serve as a common marketplace or community center where long time residents and university students could talk and mingle. This could lead to an increase in social capital. Dinkytown businesses may want to work together to outline a strategic plan for the area.

**OPPORTUNITIES RELATED TO THE UNIVERSITY**
University-Sponsored Community Events to facilitate Communication
The University and the businesses could collaborate on community wide-events. The recent TCF Stadium groundbreaking parade is a good start. The two could also sponsor cultural events or block parties to increase the sense of community. These events should increase sales and attract students and community members who would not normally visit Dinkytown. They could also raise awareness of problems in the relationship and lead to greater collaboration on other issues. In addition, the University could open up their facilities for use by the Business Association to hold their monthly meetings, and use these opportunities to share information and updates on activities.

Develop a Special University Service District
Residents of Marcy Holmes, SE Como, and Dinkytown businesses may want to work with the City of Minneapolis to create a special district that would have a high level of police force and flexible zoning regulations. The regulations might allow stricter enforcement against single family overcrowding, expanded operating hours for some Dinkytown businesses, which feel restricted by current zoning and other city regulations.

Expand Service-Learning and Other Educational Opportunities in the District
Business owners noted that they would like to see more educational partnerships that bring students into their businesses to assist with developing alternative business operation models. For example, one business owner wanted to work with the Carlson Business school students to research innovative co-op business models that would help them in their long-term business strategy development. Other business owners want to see more University programming and classes offered during the winter break and summer months to keep portions of the student population on campus for that period of time.

Service Learning can also include inviting art students to improve the appearance of deteriorating Dinkytown stores. Graphic design senior Sergey Trobetskoy recently painted six murals in Marcy Holmes with financing from the Neighborhood Revitalization Program Committee (Nelson, 2006). The murals involve help prevent graffiti, save store owners time and money, improve the over cohesion of the neighborhood, and reflect the historic, small town character of Dinkytown.

Cooperation in Advocacy on Issues of Mutual Interest
One of the biggest threats to successful business that Dinkytown owners face is the strict parking meter requirements, which only allow visitors a maximum of one hour at a meter. Business owners expressed interest in working with the University to lobby the City to change the parking rules to allow two hour parking keep Dinkytown consistent with the requirements of the surrounding neighborhoods and commercial districts.

Assist with District Branding Campaign
Business owners want the University to become a more active partner in the branding and marketing of the Dinkytown area as a place to live, work, and play. However, these efforts have to go beyond street banners that identify the area. The University can play a significant role in informing new and current students, faculty, and staff about the residential and commercial opportunities that exist within the Dinkytown area. One suggestion was to develop a “Come Home to Dinkytown” campaign that would emphasis the importance of supporting local businesses
and becoming civically connected to the District.

**Promote the Availability of Free Campus Circulator Buses**
The University circulators are free to everyone and are not just for university students. If non-university shoppers used the circulators more often, it might lessen the parking problems and increase the total number of customers that shop in Dinkytown.

**Collaborate with the Stadium Village Business District on the new Academic Health Center**
The new Academic Health Center (AHC) will create many new research positions near neighboring Stadium Village. Many of these researchers will work around the clock and may commute through Dinkytown and take advantage of the unique nighttime services that Dinkytown offers. Businesses could collaborate with the Stadium Village district to bridge the gap between the two districts and to make both districts clean, connected, safe and inviting destinations.

**Partner with Marcy Holmes Citizen’s Patrol Group**
The Marcy Holmes neighborhood association has organized a neighborhood crime prevention patrol that walks the neighborhood streets in order to keep an eye out for and hopefully prevent instances of crime, vandalism, and other forms of property destruction. The University could partner with this organization, and expand its patrol area to include the business store fronts of the Dinkytown area. Furthermore, the University could advertise and promote the group to the students, academic staff, and faculty that live within the Marcy Holmes neighborhood.

**THREATS**

**Changing Business Diversity**
While Dinkytown has a number of local and unique business offerings that can only be found within the area, the diversity of its business mix is being to change to include more national chains and franchise businesses. The decline in business mix will ultimately lead to fewer services that area can offer (other than eating establishments), and foot traffic will decrease if patrons feel that their shopping needs cannot be met in the district. One business owner noted that this trend is hurting the “little village” mentality of the area, as Dinkytown is missing a number of core services that one would expect from a vibrant district.

Illustration 16. One of few chains in Dinkytown.

If several unique anchor businesses such as the Book House or Loring Pasta Bar were to close or leave, Dinkytown might have difficulty drawing businesses from outside the immediate community and would become even more reliant on the remaining anchors to sustain a diverse customer base.

In a longer term trend, the decline of business mix could lead to business closings, vacant storefronts, and physical deterioration of the District if shoppers chose to spend their money elsewhere. Although this is not an emergency for the area currently, the trend of businesses closing and other food establishments
coming in, is something that the City, University, and adjacent neighborhoods should be concerned about.

**Lack of Adequate City Police Coverage**

Minneapolis Police patrol the Second Precinct, which comprises the entire East Bank as well as northeast Minneapolis (Appendix IX). Police coverage is too thin in the neighborhood and cannot always respond quickly enough when crimes occur. If crime were to increase, coverage might be inadequate. This could lead to a perception of high crime, which would hurt business.

**Rising Tax Trends Hurt Small Business Owners**

Property values are starting to rise more quickly than the past decade. This puts a strain on small business owners with relatively small profit margins. This trend worries small business owners. If taxes do not stabilize, independent businesses may have to move or close. This could result in vacancies or an increase in franchises, higher end businesses, and decreasing diversity of businesses. This could result in a loss of culture and community in Dinkytown as well as higher prices for students and faculty.

**Deteriorating Physical State of the District**

Much of the infrastructure of Dinkytown was built in the early 1900’s and is deteriorating. In addition, the streets are often dirty. Businesses have problems with brownouts, failing pipes and flooding during heavy rains. If infrastructure declines beyond a certain point, business might start leaving, new business might not move in, and students and residents would have less incentive to remain active stakeholders in neighborhood upkeep.

**Combination of Problems and Negative Perceptions**

A combination of increasing overcrowding of single family homes, absentee landlords, poor communication and integration between the university, the businesses and the neighborhoods, and deteriorating physical assets could cause Dinkytown to fall below a critical “perception threshold”.

**Parking Concerns**

Parking is a major issue for the business owners in the area. Many have expressed their concern over the change in metered parking requirements, which allow patron to park on the street for only one hour. This decreases the likelihood that individuals (who parked in metered spots) will spend time walking Dinkytown and browsing the different retail and restaurant spaces. Business owners surveyed as part of this project indicated that these restrict parking rules are not found in the other adjacent neighborhoods, and have put Dinkytown businesses at a significant disadvantage.

**Lack of Avenues for Formal Participation in Planning Processes**

Since the Dinkytown District is a separate entity from the University and the Marcy-Holmes neighborhood, there are few formal opportunities for the business owners to participate in planning and visioning for the area, outside of having the business association president attend the neighborhood meetings. The lack of formal roles in the decision-making bodies on either side of Dinkytown make it less likely that the business owners can have their concerns heard and influence change in the area.

**Change in Metered Parking Time Limits**

The change in metered parking time limits from two hours to one hour has limited the amount of shopping and length of time customers can spend in Dinkytown. It has
worsened the parking problems that already exist. The new policy also hurts business on game days because fans can no longer park in Dinkytown, eat and then walk to the game without having to re-park.

**City’s Lighting Moratorium**

The city’s current moratorium is a significant threat to crime prevention efforts in the area, and many of the business owners and neighborhood residents that we spoke to expressed their concern with how it affects their level of safety. Well light areas tend to have lower instances of crime, so business owners would like to see the moratorium lifted so more areas in Dinkytown can receive additional lamp posts. Although a university group was able to gain an exception to the ban for the creation of a light on 15th Avenue SE in 2005, at present the rule remains in affect for the rest of the city.

**THREATS RELATED TO THE UNIVERSITY**

**Tensions or Lack of Communication between the Business District, the University and the Neighborhoods**

A number of issues are threatening to create tensions between the Dinkytown businesses, the University, and the surrounding Marcy Holmes and SE Como neighborhood residents. Some long-time residents who are not affiliated with the University do not shop in Dinkytown and the neighborhood councils do maintain consistent communication with the Dinkytown Business Association.

Furthermore, some neighborhood residents have negative perceptions of college students, and are upset with the overcrowding of students in single-family homes. The residents view the obnoxious behavior of some university students, absentee landlords, and lack of strict enforcement of the number of tenants in a house as a cause of neighborhood decline.

**Lack of Consistent Communication from the University**

One of the frustrations that business owners expressed during our interviews is the lack of follow through from the University on developing partnerships with the Dinkytown area. One business owner noted that they wanted to develop a partnership where business students would came and assist with researching new and innovative business models; however it was difficult to get leaders from the business school to return their phone calls. The University needs to improve its communication with these businesses before any sustainable partnerships can be formed.

**Rising Tuition Costs**

As tuition costs continue to rise each year, there is an increasing chance that some students will not be able to attend the University. This is significant for the businesses, as a drop in student enrollment over a longer term will mean a decrease in the number of potential student customers.
that could patronize their business. In addition, those that can afford the tuition increases will have less disposable income to spend in Dinkytown.

**Increasing Property Values**

When expensive new businesses open, it causes property values to rise quickly for the entire block. This causes taxes to also quickly rise, causing problems for small businesses owners who do not have large enough increases in revenue to compensate for the higher taxes. This causes many small businesses with low profit margins to fail and leads to a loss in business diversity.

**Replacement of Historic Homes with Low-Quality Student Housing**

As more owner-occupied housing units are replaced or converted to student rental housing, the area becomes less attractive to long time residents, who consider leaving the area. The low quality housing quickly decays and there is less incentive for the community members to invest in or maintain their neighborhood.
**Dinkytown**

During the course of this study of the relationship between the Dinkytown business district and the University, it became apparent that there are a number of missed connections that have occurred which has prevented a fruitful relationship from developing. The following recommendations are based on our discussions with area business leaders, and surveys of best practices in campus-commercial district partnerships.

Although this list of recommendations represents only small portion of potential opportunities that the two parties can take advantage of, it provides a solid first step towards building a sustainable relationship between the tenants of Dinkytown and the University. A more extensive explanation of the various challenges and opportunities that exist in developing this relationship may be found in the accompanying SWOT analysis.

**LEVERAGING UNIVERSITY RESOURCES**

- **The University should work more diligently to establish regular sustained contact with the business association and neighborhood associations. This should include more direct contact with university leaders and additional staff in the outreach department.**
  
  While the University has an excellent outreach coordinator in Jan Morlock, she can not do everything by herself. The University could focus more on regular sustained communications and information sharing with the business community. Communication is the basis of a positive working relationship, and business owners have commented that the individuals from the University often fail to return phone calls and maintain regular contact with the business association. In order to prove to the business owners that they are serious about developing this relationship, University leaders should attend more business and neighborhood association meetings, and become more proactive in initiating and sustaining regular communication with the Dinkytown district.

  Areas of mutual interest include topics like parking, resident safety, transit options, and economic development of the district. These and other topics provide both the University and the business owners with common ground through which they can establish fruitful partnership by leveraging their combined assets.

- **Utilize service-learning activities to bring the resources of the University to bear in the neighborhood.**
  
  Service-learning and other community based research activities provide a successful way of connecting the University to what is going on in the district. Bringing university resources like faculty expertise, student energy and innovation, and the latest in data and research practices can be a significant gesture that the University cares about what is going on in its neighborhoods, and that it is open to working with business owners to address common concerns and problems.

  One business owner indicated they would like to work with Carlson School business students to research and analysis best business practices that they
could utilize in their business plan. Service-learning partnerships such as this one are more than a gesture. They are part of the University’s land grant mission, and represent a powerful teaching and learning opportunity that benefits both the students and the community members involved.

- **Make University resources available to the business owners.**
  This could include offering to host business association meetings in campus meeting spaces, inviting owners to “meet and greet” sessions with Carlson School faculty, and including the owners in student job fairs and new student orientation events.

- **Encourage student patronage and sense of ownership of the Dinkytown area.**
  The University has a significant opportunity to highlight the importance of the Dinkytown area during the course of a student’s career. One such opportunity is during new student orientation, where University officials could invite business owners to speak to new students, and discuss ways that both parties could be “good citizens” or “stewards” of the area. These students are a captive audience during orientation week, and the University should use this time to promote understanding among its new students about the importance and value of these adjacent neighborhoods.

**COLLABORATIVE PARTNERSHIPS**

- **Join with the Business Association in advocating for changes in metered parking requirements.**
  The parking issue is of significant importance to the business owners, and the University should take advantage of a goodwill opportunity by business owners’ efforts in lobbying the city for changes in the metered parking rules. By lending their voice and support to these efforts, the University could stand to gain much needed respect from the business owners, which would go a long way towards strengthening a long term relationship.

- **Develop Dinkytown as a Gateway to the University**
  Business leaders could work with the University to improve the appearance of Dinkytown. Business owners could create a Business Improvement District (BID), where each owner pays slightly higher taxes, a portion of which goes to finance street and façade upkeep and infrastructure improvements. The University could contribute land for a central open space, or public plaza, and a large welcome sign to form the focal point of the Gateway. The Gateway District plan should use signs, pedestrian walkways, street lighting and green space design consistent with the Academic Health Center (AHC) expansion in neighboring Stadium Village. Such integration would bridge the gap between the two business districts, and create a safe, inviting environment for the many new researchers and visitors to stop in Dinkytown during breaks from work.

- **Assist with a “Come Home to Dinkytown” campaign.**
  As a neighbor to the Dinkytown district, university officials should use its resources to education its students, faculty, and staff about the importance of supporting local businesses and how quality of these neighborhoods affects the quality of the university experience.
This educational campaign could include a branding and marketing campaign that highlights the multitude of opportunities that the Dinkytown district has to offer members of the university community. Having the University officially support the patronage of the district may go a long way towards increasing the number of students, faculty, and staff that shop, eat, play, and live near Dinkytown.
Cedar Riverside

Cedar Riverside is located near downtown Minneapolis and the University of Minnesota. The neighborhood is bounded by I-35W to the west, I-94 to the south, and the Mississippi River to the north and east. Land uses in the neighborhood are dominated by large institutions including the University of Minnesota’s West Bank Campus (Walter Mondale Law School, Hubert H. Humphrey Institute of Public Affairs, Carlson School of Management, West Bank Arts Quarter, etc.), Augsburg College, and Fairview University Medical Center Riverside Campus. These institutions create a large customer base for the local businesses and create demand for certain types of businesses.

Cedar Riverside is a diverse neighborhood that includes a large foreign-born, non-English speaking, East African population (Appendix XII, XIII). This diversity has shaped the type of businesses offered in the district. In addition, 38 percent of the residents are between 18 and 24 years old and nearly 90 percent of the available housing is rental housing.

Business Inventory
The neighborhood’s commercial district is located in three primary areas: Seven Corners, Cedar Avenue, and East Riverside Avenue (Fig 1). Seven Corners is well known to students, tourists, and Minnesota sports fans due to its proximity to the Metrodome for its eating and drinking establishments. Grandma’s Saloon and Town Hall Brewery are two of the destination businesses in this district (Fig 4). Cedar Riverside’s only hotel, Holiday Inn-Metrodome, is adjacent to the municipal parking ramp. The Southern Theatre and Theatre in the Round also serve as destination businesses.

Cedar Avenue has long been a destination for a variety of customers. Anchor retail businesses include Midwest Mountaineering, Global Village, Depth of Field, and Freewheel Bike (Fig 4). Music fans have flocked to this part of Cedar Riverside to hear bands at the Cedar Cultural Center, Triple Rock Bar, and Palmers Bar. Those interested in more theatrical events come to the Mixed Blood Theatre or venues on the Augsburg College and University of Minnesota Campuses. Many of the ethnic restaurants such as the Lucky Dragon bring in customers from across the Twin Cities Metropolitan Area.

East Riverside Avenue Business District is located near the intersection of Riverside Avenue and I-94 and is considerably smaller than the other two business districts. It includes businesses such as Davanni’s Pizza and Hoagies, Brugger’s Bagels, Riverside Florist, and Starbucks Coffee.

Commercial Vitality
While there are many successful businesses in the neighborhood, the overall feeling among business owners is that the commercial district is in an undesirable state. The physical appearance of the neighborhood is poorly maintained. This includes building deterioration, cracked sidewalks and streets, poorly lit areas, and litter. Safety is a major concern among residents, business owners, and customers. There are a number of muggings, car break-ins, and assaults every month.

While the eclectic mix of businesses provides a unique shopping experience, the current types of businesses do not complement each other well. Customers who are coming to Cedar Riverside to buy yarn at Depth of Field may find no other retail outlets that meet their needs and will leave. Granted, some of the stores may have products that would interest a variety of customers but the presentation of such products does not attract many American-born shoppers.

This lack of cohesion makes it difficult for the Cedar Riverside neighborhood to market and brand itself. More could be done to better market immigrant business products and broaden the customer-base those businesses attract.

Parking is a constant complaint among business owners as there is not enough inexpensive parking, and during the school year lots and streets are full with students and light rail commuters.

Recommendations
There are a number of steps that can be taken to improve the Cedar Riverside business district and the University’s relationship with the neighborhood, however the two we feel would create the most impact are reducing crime and the perception of crime, and creating an office to centralize all efforts that are related to the Cedar Riverside, Dinkytown, and Stadium Village.
Figure 4.

Cedar Riverside Business District: Destination Businesses
Neighborhood Impact Assessment

Map Created by CURA Staff 11/06

Business Locations

1. Depth of Field
2. Firewheel Bike
3. Global Village
4. Holiday Inn Metrodome
5. Midwest Mountain Biking
6. 400 Bar
7. Builinke’s Saloon
8. Nomad World Pub
9. Palmer’s Bar
10. Red Sea Bar & Restaurant
11. Sgt. Preston's Saloon
12. Triple Rock Social Club
13. Corner Bar
14. Grandma's Saloon & Deli
15. Lucky Dragon
16. Town Hall Grill & Brewery
17. Chai
18. TaM TaM's African Restaurant
19. Hard Times Cafe
20. Cedar Cultural Center
21. Mixed Blood Theater
22. Southern Theatre
23. Ted Mann Concert Hall
25. University of Minnesota Nash Gallery
26. University Theater / Rarig Center
## Cedar Riverside

### SWOT

#### Strengths
- Prime location
- Availability of transit
- High population density and large nearby job sites
- Thriving entertainment district
- Ethnic diversity
- Numerous destination businesses
- An abundance of small businesses
- Unique character
- Steady property value increases
- Community Development Corporations
- Success of Seven Corners area

#### Weaknesses
- Missing primary businesses
- Possible high turnover rates among immigrant businesses
- Unoccupied store fronts and perception of vacancies
- Businesses with uninviting external and internal environments
- Confusing advertisements
- Lack of convenient and accessible parking
- Over-supply of immigrant retail stores
- Low sales tax revenue
- Lack of immigrant participation in Cedar Riverside Business Association meetings
- Disconnect between Seven Corners, Cedar Avenue, and East Riverside
- Proximity to UMN and Augsburg during summer months
- Crime and gangs, and perception of crime
- Lack of police presence
- Lack of trust for police among immigrants
- Blight
- Poorly lit public space
- Bounded by highways
- High unemployment in neighborhood
- Lowest median household income in Minneapolis
- 42% of people live below poverty level in neighborhood

#### Strengths Related to the University
- Large customer base at the University
- Positive student behavior
- Students provide a workforce
- Cedar Riverside Organization Participation
- University’s Community Fund Drive
- University pro bono work and service learning efforts fall under the University’s obligations as a land grant institution

#### Weaknesses Related to the University
- Weak relationship between the University police and City of Minneapolis police
- Orientation of buildings shuts out neighborhood
- Restaurants and dining facilities within the University
- Many services, like a pharmacy and post office, are provided within the University
- During the summer there is very little involvement with businesses
- Lack of student housing in Cedar Riverside
- Little connection and involvement with neighborhood
- Bureaucracy at the University
- Few home ownership possibilities

#### Opportunities
- City of Minneapolis Small Area Plan
- Strategically direct Neighborhood Revitalization Plan funds
- Improved signage, wayfinding, and branding
- Physical infrastructure improvements
- Capitalize on expanding downtown population
- Develop Dania Hall site and other underutilized or

#### Threats
- Municipal lots A, B, and C get developed
- Gentrification and displacement of low-income people
- Absentee landlords
- New LRT stop placed at Wiley Hall
- Crime reaches out of control proportions
- Continued deterioration of buildings and physical
- vacant parcels
- Integrate Future University of Minnesota Children’s Hospital into the neighborhood
- Create a weekly outdoor market
- Foster a continued relationship with Augsburg College
- Rehabilitate mixed use buildings
- Cameras in the neighborhood improve safety

**Opportunities Related to the University**
- Carlson School of Management expansion
- Attract national conferences and other large University events to campus
- Marketing the Cedar Riverside neighborhood
- Encourage students, faculty, and staff to live in neighborhood
- Encourage community groups to use the University for community space
- Expand the FlexDine System to local restaurants
- Use local businesses for catering
- Improve wayfinding to the Hiawatha Light Rail Station
- Further target Community Fund Drive dollars to local organizations
- Humphrey Institute Initiative directed at better connecting to the Cedar Riverside neighborhood

**Threats Related to the University**
- Financial institutions lose faith in the neighborhood and won’t finance loans
- Destination businesses move out
- Decisions made without immigrant businesses involvement
- Increased vacant store fronts
- Expansion
- More services and dining options expanded within the University
STRENGTHS

Prime Location
The Cedar Riverside neighborhood is in a prime location on the edge of downtown Minneapolis. As downtown Minneapolis continues to add more residents, Cedar Riverside is positioned to benefit from this growth. Further, Cedar Riverside has tremendous access to I-94 and I-35W making it easy for customers to frequent the neighborhood’s shops.

Availability of Transit
In addition to good automobile access to the commercial district, business owners commented that transit to the area is an asset. The Hiawatha Light Rail Line, which connects the Mall of America, the airport, and downtown Minneapolis has a stop in Cedar Riverside, as will the proposed Central Corridor which will run from downtown Minneapolis through the University of Minnesota and the State Capitol to downtown St. Paul. In addition, there is frequent city bus service (2, 3, 7, 16, 19, 50) serving the neighborhood, as well as the free University of Minnesota Campus Connector that connects the West Bank, East Bank, and St. Paul campuses.

High Population Density and Large Nearby Job Sites
The Cedar Riverside neighborhood has the highest density of any neighborhood along the Hiawatha Light Rail Line. This is mostly due to the Cedars and Riverside Plaza housing developments that house over half of the neighborhoods’ 7,545 population (US Census, 2000). Having a high density surrounding a commercial area is an asset because it allows more local residents to walk to local businesses. In addition to residential density, thousands of people either work or visit the neighborhood’s three large institutions (University of Minnesota, Augsburg College, and Fairview Hospital) on a daily basis. This creates a potential customer base for local businesses. Further, these institutions are in the neighborhood for the long-term and this provides stability to the commercial district because businesses know that these large customer bases are not leaving.

Thriving Entertainment District
Many interviewees mentioned that one of the neighborhood’s main strengths is its entertainment offerings. Cedar Riverside has an abundance of arts venues from theatres to dance studios to bars where music is preformed. In Seven Corners, there is the Southern Theatre and Theatre in the Round, while in the heart of the neighborhood there is the Mixed Blood Theatre, various venues in the University of Minnesota’s West Bank Arts Quarter, and performances at Augsburg College. Bands often perform at the Cedar Cultural Center, and local bar establishments like Palmer’s Bar and Triple Rock.

Ethnic Diversity
Throughout the neighborhood’s history, immigrants and diversity have given the area a strong identity. According to the 2000 Census, approximately 22 percent of the Cedar Riverside population was East African residents, or 1,693 residents. The
neighborhood has a large non-English speaking population comprised of Oromo, Somali, Eritrean, Vietnamese, Korean, and Latino. Due to the large ethnic population, there are an array of ethnic including Lucky Dragon (Vietnamese), Kilimanjaro Cafe (Ethiopian), Chais (Thai) and many more.

Numerous Destination Businesses
There are many destination businesses that draw people from all across the Twin Cities Metropolitan Area to the neighborhood including the successful ethnic restaurants, theatres, and bars mentioned above. Three core retail businesses on Cedar Avenue, Depth of Field (sewing and knitting), Global Village (various items from across the globe), and Midwest Mountaineering (outdoor equipment) have been at their current locations for 30-35 years and provide stability to the neighborhood.

An Abundance of Small Businesses
Due in part to the high immigrant population, the commercial district in Cedar Riverside has an abundance of small businesses (Appendix XIV). Over 100 small business loans were granted in 2005 totaling over $3 million. Both the number and the sum of these small business loans in Cedar Riverside rank among the highest areas in the entire city (Appendix XV). Part of this success may be due to the gap financing provided by the African Development Center and the West Bank Community Development Corporation. While there is turnover among the small businesses, the district is not reliant on any one business to attract customers or provide employment.

Unique Character
Interviewees consistently responded that one of the strengths of the business district is its character. This character is comes from architecture of the buildings and the mix of unique small businesses. With the exception of the far eastern edge of Riverside Avenue and Seven Corners, there are no chain stores in the neighborhood to detract from this identity.

Steady Property Value Increases
Interviewees described slow but steady increases in property values over the last few years. The 2005 Estimated Market Value of the area is similar to parts of Franklin Avenue, Lake Street, and Central Avenue (Appendix XVI). This is a strength because if property values increase quickly, gentrification may occur and many of the small businesses (many whom rent their space) will not be able to afford higher rents.

Community Development Corporations
There are two CDCs with offices in the neighborhood: The African Development Center and the West Bank CDC. The West Bank CDC is a major property owner and developer in the neighborhood. The African Development Center works primarily with African clients assisting with business planning, technical assistance, and micro-lending. In 2006, the ADC gave loans to 48 individuals in Minnesota totaling $938,000 (leveraging a total of $4.5 million is
business capital). Much of this funding went to Cedar Riverside businesses including Tam Tam’s, a Ugandan restaurant on Cedar Avenue.

**Success of Seven Corners**
Many local business owners stated that the Seven Corners area is an asset. This part of Cedar Riverside has an abundance of inexpensive parking in the municipal ramp adjacent to the Holiday Inn-Metrodome; has created an identity around bars such as Grandma’s and Town Hall Brewery; and has capitalized on the large University of Minnesota student population through its retail mix and new private student housing, The Grand Marc.

**STRENGTHS RELATED TO UNIVERSITY**

**Large Customer Base at the University**
Non-immigrant owned businesses report that the University provides 25-40 percent of their overall revenue. Without this revenue stream, many of these businesses would not exist. Some businesses such as Mapps Coffee or Davanni’s Pizzas and Hoagies cater to conferences and meetings at the University. The Holiday Inn-Metrodome also derives a sizeable portion of its revenue from the University and works closely with the U to host various athletic teams or conference goers.

**Positive Student Behavior**
In interviews, businesses owners cited the good behavior of University students. Businesses did not attribute theft of merchandise, littering outside the store, vandalism, or any other negative behavior to University students, faculty, or staff.

**Students Provide a Workforce**
Many of the small businesses around the campus hire University students on a part-time basis. Businesses benefit from an educated workforce, and yet save on wage and health care costs. Also hiring students creates opportunities for an expanded customer base if the student advertises the store to his/her friends.

**Cedar Riverside Organization Participation**
The University of Minnesota, Office of University Relations sends a representative to the monthly Cedar Riverside Business Association meetings. The representative updates the association regarding current and future University projects and initiatives and takes feedback to the University administration. The Office of University Relations also sends that same representative to the neighborhood association meetings and NRP meetings.

**University’s Community Fund Drive**
The University’s Community Fund Drive is an effort to raise money for local nonprofits and other organizations, which positively benefits the community. The Cedar Riverside business community is impacted by this fundraising effort because organizations like the West Bank CDC receive funding.

**University Pro Bono Work and Service Learning Efforts fall under the University’s Obligations as a Land Grant Institution**
Due to the close proximity of the University to the Cedar Riverside community, many academic and volunteer efforts have centered on this neighborhood.

Recent projects impacting the business community include: “Cedar Riverside Business Association Recruitment Study” (a Humphrey Institute graduate student class project) (Davis *et al.*, 2005) and “Expanding Horizons in Cedar Riverside: Opportunities...
WEAKNESSES

Missing Primary Business
There is no post office in the Cedar Riverside neighborhood, with the exception of a small post office on the University of Minnesota’s West Bank campus. Unfortunately, this small post office is not advertised, nor visible to the neighborhood businesses and residents. Further, a basic grocery store is missing from the neighborhood. While there are East African grocery stores and the North Country Co-op, these grocery stores cater to specific populations. Finally, there is no laundromat or a hardware store in the neighborhood.

Possible High Turnover Rates among Immigrant Businesses
It is hard to track whether or not there is high turnover among immigrant businesses because many businesses operate out of one space or ownership is transferred between parties in informal ways. There may be a large amount of money being lost in the Somali community in particular, and there may be ways of helping to stem this loss.

Unoccupied Storefronts and Perception of Vacancies
There are two vacant storefronts in Seven Corners on the south side of Washington Avenue. To the east of Riverside Avenue there are vacancies and the Viking Bar on Riverside Avenue just closed and is currently vacant. The 500 block on the west side of Cedar Avenue South where Palmers Bar is located also looks derelict. There is a mosque in the building, but from the outside it appears vacant.

Businesses with Uninviting External and Internal Environments
Many of the immigrant businesses jam their windows with merchandise, which is unappealing to many American shoppers.

Inside some immigrant businesses there are incoherent goods being sold, like bedroom furniture, shoes, and cell phones. One coffee shop in particular looks like a vacated office, but it has an espresso machine and two tables. Many times there are a group of men idling inside stores creating the impression (to an American with a different ethnic background) of a personal social event and not a business. If business owners desire to expand their customer base outside of their targeted ethnic community they may want to consider a different visual format.

Confusing Advertisements
In many windows along Cedar Avenue South there are advertisements and/or
business signs haphazardly placed making it difficult to tell what goods or services are offered inside. Once inside the building there are often no signs above doors indicating what business it is.

**Lack of Convenient and Accessible Parking**
The main complaint of business owners is lack of accessible and cheap parking. Even business owners in Seven Corners complain of this despite their proximity to the municipal ramp. Street parking is generally full, meters have short time spans causing many vehicles to be ticketed, and it is often unsafe to walk a long distance if parking cannot be found. The municipal-owned lots A, B, and C, are vital to the businesses along parts of Riverside Avenue and Cedar Avenue South. During the school year these lots are primarily full.

**Over-Supply of Immigrant Retail Stores**
There are numerous money wiring, African grocery, and retail stores providing the same goods. The building on 6th Street between 15th and 16th Avenue South is inhabited by African retail shops set up like a street fair. There is a similar assortment of these stores at 419 Cedar Avenue South. Each of these stores sells approximately the same goods ranging from fabric tochina sets. While customers may desire the products being sold it is nearly impossible to tell the difference between each store and many employees do not speak English. There do not appear to be enough immigrants living in Cedar Riverside to support five to ten of the same store.

**Low Sales Tax Revenue**
As compared to Dinkytown and Stadium Village, Cedar Riverside has a much lower amount of sales tax revenue being generated (Appendix XVII). Considering the amount of destination businesses in the neighborhood, it is possible that crime and the mix of businesses are detracting from higher patronage and thus less sales tax revenue is generated.

**Lack of Immigrant Participation in Cedar Riverside Business Association (CRBA) Meetings**
There are immigrant businesses listed as a part of CRBA, however only one or two attend meetings, and oftentimes there is no representation. Consequently, decisions regarding the business district are often made without any immigrant input.

**Disconnect Between Seven Corners, Cedar Avenue, and East Riverside**
Washington Avenue runs between Seven Corners and Cedar-Riverside intersection. The Cedar Avenue bridge feels like a highway for pedestrians. There is a distinctly different feel in Seven Corners likely due to the concentration of bars, Grand Marc (student housing), and chain restaurants. Also, East Riverside, where Fairview Medical Center is located, feels removed and has very little commercial activity.

**Proximity to UMN and Augsburg during Summer Months**
Both Cedar Avenue South and Seven Corners rely heavily on student patronage, and during the summer when school is not in session, both business districts lose a huge percentage of their business. Seven Corners fairs better due to the hotel presence, summer tourists, and sporting events at the nearby Metrodome.

Crime and Gangs, and Perception of Crime
Out of the 80+ neighborhoods for which the Minneapolis Police Department produces monthly crime reports Cedar Riverside fell into the top ten or twenty highest crime neighborhoods every month in 2006. In August 2006 there were a total of 70 violent crimes reported, 42 of which were theft and robberies. Also, Riverside Towers and The Cedars create a perception of crime because The Cedars are public housing and Riverside Towers looks blighted and poor.

Lack of Police Presence
The budget cuts for the 1st precinct meant that there was no longer a “beat cop” in Cedar Riverside. Business owners complain that they call the police to report a crime and later find out that a report was never cataloged. Also, according to business owners and residents, police response time seems to be long, allowing many criminals to get away.

Lack of Trust for Police among Immigrants
There are no police reports of police harassment, but researchers at the University of Minnesota who study the Somali community have heard numerous stories of it occurring in Cedar Riverside. After September 11th there was an increase in profiling according to research reports and resident stories.

Blight
Buildings in some parts of Cedar Riverside are not well-maintained. The buildings on the south side of Washington Avenue in Seven Corners look deteriorated because of dirt, chipped paint, and environmental wear. Buildings along parts of Cedar Avenue are experiencing the same neglect. Also, sidewalks are chipped. There is noticeable graffiti on buildings and on municipal electric boxes. Many roads to the south of Washington Avenue have potholes, which makes it difficult for bikers and cars.

Poorly Lit Public Space
Side streets, storefronts, and alleys are not well lit, creating a sense of danger for residents and customers during the evening hours.

**Bounded by Highways and Major Roads**
Cedar Riverside has two major highways and a major throughway in its boundaries (I-35W, I-94, and Washington Avenue). The consequences of these roadways include noise and air pollution, run-off, an unsafe pedestrian environment, and far from aesthetically pleasing environment.

**High Unemployment in Neighborhood**
According to US Census data, in 2000 Cedar Riverside had an unemployment rate of 17 percent, three times higher than that of the entire city of Minneapolis (City of Minneapolis (a)).

**Lowest Median Household Income in Minneapolis**
According to US Census data, in 1999 Cedar Riverside had the lowest median household income in Minneapolis totaling $14,367, compared to $37,974 for the entire city of Minneapolis. This low median income is a result of a concentration of public housing, residents in Riverside Towers, and a student population. This lower median income implies less disposable income resulting in lower sales revenue for the business district (City of Minneapolis (b)).

**Forty-Two Percent of People Live Below Poverty Level in Neighborhood**
In 1999 according to US Census data, 17 percent of people in Minneapolis lived below poverty compared to 42 percent in Cedar Riverside (City of Minneapolis(c)).

**Weak Relationship between University Police and City of Minneapolis Police**
Historically there has not been a strong relationship between the University police and the 1st precinct. Officer Jim Nystrom attended CRBA safety committee meetings starting in the summer of 2006, and since then has been attending meetings, but the relationship is only beginning to grow.

**Orientation of Buildings Shuts out Neighborhood**
The Carlson School of Management, specifically, was built in a style that is in marked contrast to the architecture in place in Cedar Riverside. Residents have commented on how the building appears to shut them out.

**Restaurants and Dining Facilities within the University**
The University provides its students with many opportunities to dine within its walls. While this may be quick and easy for students, it limits the chances that students, faculty, and staff will dine in the surrounding neighborhoods. This is especially true for University affiliated individuals on the West Bank. Many students, staff, and faculty have never crossed Cedar Avenue despite there being a number of restaurants.

**Many Services Including the Post Office are provided within the University**
Students are provided with services within the University walls, which again limits the chance that students will enter Cedar Riverside. The neighborhood used to have a post office, but now the only access to a post office is the Gopher Way in between Wiley Hall and Blegen Hall. This is convenient for students, but closes off interaction with the neighborhood.

**During the Summer there is Very Little Involvement with Businesses**
The majority of students attend school during the fall and spring semesters, and few attend summer school, especially on the
West Bank. Students patronage is a main source of revenue for businesses in Cedar Riverside, so when school is not in session, business revenue significantly drops in the neighborhood.

**Lack of Student Housing in Cedar Riverside**

Students live in the Seven Corners apartments and the Grand Marc in Seven Corners, but very few students live to the south of Washington Avenue in Cedar Riverside (Appendix X). Students consequently come across the river to attend classes and then go back to the East Bank to live and play. This limits the interaction students have with the business community and the neighborhood feeling united with the University.

**Little Connection and Involvement with Neighborhood**

To the University’s credit, the Office of University Relations has a staff member attend monthly CRBA meetings. Attending meetings is not enough however; the University has the resources and ability to take a stronger leadership role in the neighborhood as not only an institution, but as a neighbor as well. The schools on the West Bank have little to no interaction with the neighborhood, and the Humphrey Institute has only recently begun to become more involved through a student-led initiative.

**Bureaucracy at the University**

The University is one of the largest institutions in Cedar Riverside, and its size makes it very complicated to work with, especially from a resident or business owner perspective. It is not clear whom to talk to regarding matters of development, financial resources, crime, or any number of other issues.

**Few Home Ownership Possibilities**

The majority of housing in Cedar Riverside is rental and there are few opportunities to own a home. This is especially a concern for University faculty and staff who want to live closer to campus. There is such a lack of housing that the Housing Vitality team omitted Cedar Riverside from their study (Cohen et al., 2006). Cedar Riverside has a dearth of housing in comparison to the other neighborhoods surrounding the University (Appendix XVIII).

**OPPORTUNITIES**

**City of Minneapolis Small Area Plan**

The City of Minneapolis is currently working with the neighborhood to create a shared vision for Cedar Riverside. This planning process has the opportunity to enhance social capital, create dialogue and cooperation among immigrant and non-immigrant businesses owners, and provide steps to reach the various goals set by this planning process.

**Strategically Direct Neighborhood Revitalization Plan (NRP) Funds**

The NRP process allows residents and other stakeholders in Minneapolis neighborhoods to develop a plan to address challenges in the community. Solutions are then funded through money set aside in the program. A portion of the funding is currently dedicated to physical improvements around the Hiawatha Light Rail Line and neighborhood way-finding signs. The community has vocalized wanting to improve the physical character of the neighborhood which will hopefully reinvigorate the commercial district.

**Improved Signage, Way-finding, and Branding**

The NRP funds will allocate $5,000 to signage and way-finding, but this amount is
insufficient. Currently, NRP staff is looking for more funding outside of the NRP funds. Welcome signs could be placed in 4 locations: the Hiawatha Light Rail Station, the northern and southern neighborhood boundaries on Cedar Avenue, and the southeast neighborhood boundary on Riverside Avenue. This will also help with the branding of the neighborhood as a destination for the arts, entertainment, and ethnic businesses.

**Physical Infrastructure Improvements**

Business owners believe they could increase their success by enhancing the physical infrastructure including sidewalks, lighting, etc. A clean and well-kept business district creates a perception that is inviting to customers. This could be accomplished through a special service district (as long as the long-term incremental gain in business revenue does not exceed the additional taxes and force small businesses to close), the City of Minneapolis’ Fix and Paint Programs, or other similar programs. The Metropolitan Design Workshop’s (2005) Direct Design Assistance has an extensive list of similar physical infrastructure improvements.

**Capitalize on Expanding Downtown Population**

As the population increases downtown, Cedar Riverside businesses are in a position to benefit from additional disposable income within the area. Directly north of Cedar Riverside is downtown’s “Mill District” which is adding hundreds of condo units. Given the high price tag on most of these units, it can be assumed that the individuals buying these condos will have large amounts of disposable income. With relatively few commercial services currently in the “Mill District,” Seven Corners could benefit from the additional customer base.

**Develop Dania Hall Site and Other Underutilized or Vacant Parcels**

There are a number of vacant or underutilized parcels in the neighborhood including the Dania Hall site on Cedar Avenue. These lots currently detract from the business climate. However, they present an opportunity for new services to be added to the community. Most business owners encouraged more small businesses in the area because it would also bring people to the area and help their own business.

**Integrate Future University of Minnesota Children’s Hospital into the Neighborhood**
A proposed 360,000 square foot Children’s Hospital will be placed on Riverside Avenue in the East Riverside Business District. Any cafeterias or gift shops in this building should be oriented to Riverside Avenue so that they are can be used by the community and add vitality to the streetscape. In addition, the future use will provide an expanding customer base to the area both in terms of workers and visitors to the facility. East Riverside Avenue businesses such as Starbucks Coffee will especially benefit from this influx of people.

Create a Weekly Outdoor Market
This type of activity could draw a wider customer base and encourage people at the three large institutions to explore the business district. A farmer’s market was started at the end of the summer at Brian Coyle. Next year this effort could be expanded.

Foster a Continued Relationship with Augsburg College
Augsburg College’s new Gateway Building and other programs, which are designed to foster the relationship between the campus and the community, are a tremendous opportunity for the neighborhood.

Rehabilitate Mixed Use Buildings
Some of the old commercial buildings along Cedar Avenue have vacant, dilapidated second floor residences. If these units were rehabilitated, the building owner could gain from the extra revenue, it would create more “eyes on the street,” and a larger customer base for the business district.

Cameras in Business District Improve Safety
In addition to the natural surveillance that could be increased by adding “eyes on the street,” nine security video cameras were recently installed throughout the neighborhood. The cameras are a great opportunity because they will drive criminal activity away from the commercial district and also improve the perception of safety. In addition, the cameras will help prosecute criminals taking them off the street and further improve neighborhood safety.

OPPORTUNITIES RELATED TO UNIVERSITY

Carlson School of Management Expansion
The new Carlson School of Management expansion (Hanson Hall) will bring another 200 plus University of Minnesota students and faculty to the West Bank campus. While parking lots surround most of the West Bank campus, this building is located directly on Riverside Avenue. By removing parking from the perimeter of campus, a huge physical and mental barrier is removed, and students will have greater access to local businesses. This addition of students and faculty will also create an opportunity for volunteer or class work in the neighborhood.

Attract National Conferences and Other Large University Events to Campus
Businesses such as the Holiday Inn-Metrodome and restaurants would benefit from more national conferences coming to the University.

Marketing the Cedar Riverside Neighborhood
Promote the Cedar Riverside neighborhood to potential and current students and staff as a unique neighborhood with great ethnic restaurants, arts, and diversity. Further, a connection should be made between the thousands of exchange or foreign students at the University and the many ethnic businesses. In addition, the University could hand out the Cedar Riverside Business
Association brochure to students (and provide a link to the brochure’s PDF on the University website) to educate people about the many opportunities in the district.

Encourage Students, Faculty, and Staff to Live in Neighborhood
By encouraging more students, faculty, and staff to live in the Cedar Riverside Area, traffic is reduced since people can walk to work/classes, parking demand is reduced, and more potential customers walk through the business district on a daily basis. According to the 2000 Census, 203 out of the 2,199 working residents (nearly 10 percent) in Cedar Riverside were employed by the University of Minnesota (Appendix XI). The 1996 University of Minnesota Twin Cities Master Plan calls for the construction of another student dormitory on the West Bank campus. In addition, the University could promote other off-campus housing opportunities in the neighborhood. Even though housing is affordable in the neighborhood, the vacancy rates below 2 percent (both rental and owner-occupied) (City of Minneapolis (d), 2000), a lack of developable housing sites, and predominance of rental housing make this objective more difficult to achieve (Appendix XVIII).

Encourage Community groups to Use the University for Community Space
Opening up University space will enhance the relationship between the community and the University and help generate more trust and cohesion.

Expand the FlexDine System to Local Restaurants
The FlexDine system allows faculty, staff, and students to put money on their U cards, which then act as a debit card at on-campus dining establishments. Davanni’s Pizza and Hoagies is currently the only off-campus eatery included in the program. There is a tremendous opportunity to expand this system so it can be used at other Cedar Riverside dining establishments.

Use Local Businesses for Catering
The University of Minnesota currently operates its own catering service called University Dining Services (run by an international food service company called Aramark). While Cedar Riverside businesses do not have the size or capacity to fulfill the University’s catering needs, they could be considered for use at smaller events.

Improve Way-finding to the Hiawatha Light Rail Station
The University could aid in the efforts to make the walk from the West Bank to the Light Rail Station more hospitable and easier to navigate. This station could be an asset to the West Bank campus due to its proximity, and local businesses would
benefit from potential customers walking through the business district.

Further Target Community Fund Drive Dollars to Local Organizations
The Community Fund Drive is a fundraising effort to raise monies for local and national organizations. While some local institutions do benefit from this fundraising effort, there is an enormous opportunity is target more of these funds toward place-based organizations or people-based organizations doing significant work in immediate areas surrounding campus (neighborhood groups, business associations, CDCs, nonprofits, etc). In this manner, the University is helping to create strong business districts and neighborhoods surrounding campus and is creating goodwill.

Humphrey Institute Initiative Directed at Better Connecting to the Cedar Riverside Neighborhood
During the Fall of 2006, Humphrey Institute students, staff and faculty created an initiative focused on getting the Institute to better engage with its surrounding neighborhood. The Humphrey has the potential to serve as a link between the University and the community because the current relationship between the University and Cedar Riverside is in many ways precarious. The Humphrey Initiative group has applied for COPE money to send a delegation to Penn in order to research a successful collaboration.

THREATS

Municipal Lots A, B, and C get Developed
There is a strong possibility that municipal lots A, B, and C will be developed, which will eliminate essential parking to the businesses along Cedar Avenue South and parts of Riverside Avenue. The neighborhood is part of a Pedestrian Overlay Zoning District, which means no new parking lots are allowed to be built. CRBA has stated that they do not agree with the City of Minneapolis parking study recently conducted that concluded that there is an abundance of parking in the neighborhood.

Gentrification and Displacement of Low-Income People
The neighborhood is a in a prime location because it lies just outside of the Minneapolis downtown and if areas begin to be developed, it is highly possibly that low-income residents will be priced out as will business owners who are barely making a profit.

Absentee Landlords
Many business owners do not own their stores, which opens the possibility of the absentee landlord problem. This is especially relevant for immigrant business owners who do not necessarily understand the American financial system and can easily be manipulated.

New LRT Stop Placed at Blegen Hall
Cedar Riverside could possibly lose new customers who would arrive by the proposed Washington Avenue LRT line if the stop is placed at Blegen Hall on the West Bank instead of Cedar Avenue.

Crime Reaches Out of Control Proportions
If crime and violence continue to rise and little action is taken to prevent it, crime may escalate creating an economic crisis for businesses because they will lose customers. This would also be a problem for the students of the West Bank who park and shop in the neighborhood.

Continued Deterioration of Buildings and Physical Infrastructure
If no money is invested in rehabbing some of the buildings, the buildings will continue to deteriorate creating a hazard for those within the buildings, and reinforcing the image of Cedar Riverside as a blighted community.

Currently there is very little immigrant participation within CRBA or any other organization making decisions in Cedar Riverside. Unsuccessful results could follow any development plans made without the support of a large portion of the population.

Unsuccessful results could follow any development plans made without the support of a large portion of the population.

Increased Vacant Storefronts
Currently there are a few vacancies in the neighborhood, but if nothing is done to fill those spaces and more businesses decide to leave, Cedar Riverside could be plagued with vacant stores creating an abandoned hopeless feeling in the commercial district.

Cedar Riverside Identified as a Poor and Dangerous Neighborhood
There are already perceptions of Cedar Riverside being a dangerous and poor neighborhood, and if nothing is done to enliven the commercial area, this identity could become a fixture, making it harder and harder to reverse the situation.

Financial Institutions Lose Faith in the Neighborhood
If financial institutions begin to identify the neighborhood as an unsafe investment, then loans will be difficult to obtain making the journey to revitalization much more difficult.

Destination Businesses Move Out
The struggles of doing business in Cedar Riverside may become too challenging, forcing destination businesses like Midwest Mountaineering to leave. In December, Bedlam Theater will be closing its doors. It has been a mainstay in the neighborhood.

Decisions Made without Immigrant Participation

Businesses Involvement
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Decision Made without Immigrant Participation
Cedar Riverside

There are a number of recommendations for Cedar Riverside business district and the University’s relationship with the neighborhood. These recommendations attempt to capitalize on the SWOT analysis’ opportunities, minimize future threats, and draw extensively from best practices at other colleges and universities across the country. For a greater explanation of these topics, please refer to the SWOT. Two of Cedar Riverside’s primary recommendations include focusing on safety and centralizing all relationships between the University and the business community under one person or department.

Cedar Riverside is perceived as a dangerous neighborhood. While it does not have the highest crime rates in Minneapolis, it still has a large number of assaults, muggings, and robberies. If customers are to feel safe to shop, then this trend must be reversed. Business owners claim that female patronage has decreased over the years because of the perception and/or reality of crime. If anything will help to revive the commercial district it will be to take crime seriously. This requires that the University also dedicate resources to combating the problem. It may take the form of providing more resources to campus police to foster a broader and deeper relationship with the 1st precinct. It could involve dedicating funds to more lighting or a beat cop for the neighborhood. Whatever measures are taken however must be done through a participatory fashion involving the community businesses and residents because they know the problem better than anyone else.

Because the University is so large and dispersed, all interaction between the University and Cedar Riverside, Dinkytown, and Stadium Village should be centralized. Currently the Office of University Relations handles these connections, unfortunately though the Office does not have the staff capacity to devote the time necessary to forging strong relationships. The office should have authority and knowledge of whatever interaction the University has with the neighborhoods, which may include community service, service learning, development, safety, etc. This would help the neighborhoods understand who to turn to, and help the University gauge what efforts and resources are being directed. A centralized office would create efficiency and as a result, effective community engagement. The office would need to engage in long-term dialogue with businesses and residents to create the trust and meaningful relationships necessary for success. The office could eventually begin to direct resources toward businesses, but only after a participatory process. It is imperative that the University engages at the ground level because of the trust factor. In order for University efforts to be considered legitimate, residents and business owners must feel that their input helps to create the outcomes.

GENERAL RECOMMENDATIONS

Safety
- Direct Neighborhood Revitalization Program funds toward safety strategies including improved lighting and other Crime Prevention through Environmental Design Principles (CPTED).
- Continue to lobby for additional police officers and “beat cops.”
- Improve presence of police officers by having them either walk or ride a bike.
- Continue to improve coordination between University of Minnesota Police and the 1st precinct.
- Continue to push for officers who can also speak Somali.

**Better Use of Existing Parcels**
- Develop Dania Hall site on Cedar Avenue.
- Redevelop vacant parcels or underutilized buildings.
- Invest in parcels surrounding the existing Light Rail station.
- Continue to promote physical connections between the large institutions and the neighborhood exhibited by Augsburg College’s Gateway Building. This will be especially important with the proposed 360,000 square foot Children’s Hospital site along Riverside Avenue.

**Signage**
- Improve wayfinding to the Light Rail Station.
- Construct Gateway signage (beyond the $5,000 proposed with NRP funds).
- Place large permanent maps of the area identifying key businesses and institutions at strategic locations throughout the neighborhood.

**Expanding Customer Base**
- Rehabilitate residential 2nd floors in mixed use buildings along Cedar Avenue.
- Capitalize on expanding downtown population.
- Plan a weekly Outdoor Market with local food vendors and shops.

**Physical Infrastructure**
- Dedicate NRP funds to sidewalks, seating, public art, sidewalk trees, decorative lighting, a large neighborhood clock, etc.
- Consider a special service district to maintain physical environment ($10,000 of NRP funds will examine the feasibility of this recommendation).
- Start the “Fix and Paint” program through the City of Minneapolis to improve the facades of buildings.
- Refer to “Expanding Horizons in Cedar-Riverside” which focuses more fully on physical improvement recommendations.

**Transportation and Parking**
- Preserve and enhance low-cost parking for businesses.
- Encourage shared parking.
- Expand parking validation system and coordinate it among businesses.
- Encourage businesses to provide incentives to encourage employees to use transit.
- Strongly consider the placement of the proposed Central Corridor Light Rail line stop so that is accessible from the neighborhood and can promote transit-oriented development.

**Foster a Shared Vision**
- Encourage public participation in the Cedar Riverside Small Area Plan and use this coordination to propel future endeavors.
- Create a recruitment strategy for the business district to fill vacant storefronts and attract primary businesses to meet the neighborhood needs (post office, hardware store, grocery store, etc.)
- Create a marketing campaign to brand the neighborhood as a cultural experience rather than a dangerous area.
- Address the problem of absentee landlords.
- Be aware of gentrification so that small businesses are not lost.
Further involve the immigrant-owned businesses in collaboration and decision-making.

Community Development Associations
- Continue to foster and encourage the work of the African Development Center and West Bank CDC.
- Encourage Somali and other immigrant business owners to seek technical assistance to improve their potential for success.

UNIVERSITY RECOMMENDATIONS

The University as a Neighbor
- Minimize campus expansion into the commercial district and facilitate discussions with stakeholders during the planning process if expansion does occur.
- Promote gateways between the campus and the neighborhood.
- Promote green space or buildings along the perimeter of the campus as opposed to parking lots.
- Encourage safe, pedestrian connections between the Light Rail Station and the University.
- Target additional Community Fund Drive monies to local organizations.
- Encourage community groups to use the University campus for meetings.

The University as a Business
- Utilize local businesses for catering when possible.
- Attract national conferences to campus with spillover effects on hotels and other businesses.
- Sell the positive attributes of the Cedar Riverside neighborhood in marketing material to students, staff, and faculty.
- Allow local restaurants to have a branch location on campus versus attracting national chains.

The University as a Customer Base
- Enhance University Relations capacity or create a new office dedicated to serving the surrounding commercial districts.
- Have a food fair on campus inviting all the local eating establishments.
- Highlight a local business once per week in the Minnesota Daily newspaper and on the website.
- Keep an index of local businesses on the University’s website.
- Expand the FlexDine program to include other local eateries.
- Encourage students to live in the Cedar Riverside neighborhood and build another student dormitory on the West Bank as planned in the 1996 Campus Master Plan only if the neighborhood is involved in this process.
- Capitalize on the Carlson School of Management expansion and the hundreds of new students that will be coming to the West Bank.
- Be aware of providing too many services and eateries within the campus so that there is no reason for students, faculty, or staff to patronize the local business community.
### BEST PRACTICES AND COLLABORATIONS

**Scoring Criteria:**
- Very Good = 5
- Fair = 4
- Needs Improvement = 3
- Needs Extensive Improvement/Poor = 2

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<tr>
<td>1. Does the University/College believe that having a strong commercial district around the institution is a benefit? If yes, are there efforts to work with and collaborate with the commercial district? What does that entail?</td>
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<td>2. How would you rate the University/College’s relationship with neighboring businesses? Please explain what the institution does or does not do to receive this rating.</td>
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<td>Written Comment:</td>
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<td>3. Please rate the University/College’s relationship with the business association(s)? Please explain what the institution does or does not do to receive this rating?</td>
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<tr>
<td>4. Please rate the quality of communication between the University/College and the businesses around campus? Please explain what the institution does or does not do to receive this rating.</td>
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<tr>
<td>5. Do staff and students frequent the surrounding businesses? Why or why not. Please rate the frequency.</td>
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<tr>
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<tr>
<td>6. If there is a University/College football stadium located in or near the business district how has it affected surrounding businesses? Please rate the impact.</td>
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<tr>
<td>Written Comment:</td>
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<td></td>
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</tbody>
</table>

Please provide any further comments regarding the relationship your institution has with the surrounding businesses/business association. Any documents or materials that would help us to better understand the vision or relationship would be appreciated.
Appendix II.

Stadium Village Business District: Businesses Interviewed
Neighborhood Impact Assessment

Business Location
1. Radisson University Hotel
2. Harvard Barbers
3. Jasmine Restaurant
4. Stub and Herb’s
5. Papa John’s Pizza
6. Campus Pizza
7. Baker’s Square Restaurant
Appendix III.

Dinkytown Business District: Businesses Interviewed
Neighborhood Impact Assessment

Business Location
1. Book House
2. Autographics
3. Dinkytown Wine and Spirits
4. Jimmy Johns Sandwiches
5. Wells Fargo Branch
6. Annie’s Parlour
7. Pizza Hut
8. Library Bar and Grill
9. Hollywood Video

University of Minnesota

Map Created by CURA Staff 11/06
Appendix IV.

Cedar Riverside Business District: Businesses Interviewed
Neighborhood Impact Assessment

### Business Location

1. Beauty Secret 1 Hair Design
2. dahabshill Money Wiring
3. Durable Images Inc.
4. Freewheel Bike
5. Intercontinental Video
6. Islamic Trust Fund and Somali Youth
7. Basket Ball and Radio Station
8. MGM Home Health Care
9. Ralph Repon & Associates
10. Somali Market
11. Somali Talking Yellow Pages
12. Norms World Pub
13. Sgt. Preston's Saloon
14. Grandma's Saloon & Deli
15. Lucky Dragon
16. Town Hall Grill & Brewery
17. ARADI (African American Relief and Development Initiatives)
18. Brian Coyle Community Center
19. Peoples Center
20. Confederation of Somali Community in MN
21. Fairview University Medical Center
22. Riverside Campus International Self Reliance Agency for Women
23. Oromo Community of Minnesota
24. Pan African Legal Aid
25. Riverside Plaza Tenants' Association
26. Trinity Lutheran Congregation West Bank Community Development Corporation
27. Cedar Cultural Center
28. Mixed Blood Theater
29. Southern Theatre
30. Theatre in the Round Players Inc.
Appendix V.

Interview Questions for Businesses

**SWOT:**
1) What are the strengths of your business and/or of the business district?
2) What are the weaknesses of your business and/or of the business district?
3) What are the opportunities of your business and/or of the business district?
4) What are the threats of your business and/or of the business district?

**General:**
5) What are the main businesses in your district?
6) What are the “destination businesses” in your district?
7) What is the physical state of the district (infrastructure, signage, façades)? How could it improve?
8) Are there any complementary businesses/or ones that hurt each other?
9) What types of businesses are currently missing from the mix?
10) What have been the trends in the district’s property values? What do you expect for the future?
11) Are there vacancies or turnovers occurring? Where? Is this a problem?

**Specific:**
12) How long have you been at your current location?
13) Is your location ideal? Is the business profitable?
14) Do you plan on staying in the location, moving, expanding, and why?
15) What is your reputation within the district and community?
16) Do you have any competitive advantages, or how is your business unique?
17) Do you partner with other district businesses? Would you like to in the future?
18) What will be the impact of the stadium and new LRT line to your business and the district?

**Client Base and Parking:**
19) Where are you customers coming from and by which mode are they arriving?
20) Where do people park (ramps, free/metered street parking, and off-street parking)?
21) Is it adequate?
22) Does the expense detract from business?
23) What are the demographics of your customers (race, age, gender, etc.)?
24) Are their any language barriers?
25) What percent of your business comes from the U (students, faculty, staff, and event traffic)?
26) What percent of your total revenue is attributable to the U?

**Employees:**
27) Where do your employees come from?
28) What percent are from the University?
29) Is there high turnover, and is this a problem for your business?

**University Relationship:**
30) Does your business add to the U environment? Is the proximity a hindrance in any way?
31) Do you feel any political pressure either governmental or public?
32) What effect does your proximity to the U have on pricing, types of goods and services, quality of service?
33) What is your current relationship with the U?
34) What could be done to strengthen this relationship?
35) How could you strengthen this relationship? What have you done in the past?
36) Have any U classes done pro bono work to help your business such as Carlson MBA students helping you with a marketing campaign?
37) What type of help would you like to receive?
38) Do you aim any marketing directly at the U, what is this?
39) How well do you communicate with U students, faculty, and staff?
40) Are you influenced by the university community in how to improve your business?
41) How does the cyclical nature of the school year affect your business?

**Safety:**
42) Does the high student population negatively affect safety or trash around your business?
43) Is crime a problem?
44) What is your relationship with the U Police Department? Is their presence adequate?
Appendix VI.

Stadium Village Business Inventory

<table>
<thead>
<tr>
<th>Number</th>
<th>Bar/Restaurant</th>
<th>Address</th>
<th>Phone Number</th>
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<tbody>
<tr>
<td>1</td>
<td>Ben &amp; Jerry's</td>
<td>702 Washington Ave SE</td>
<td>612-378-9099</td>
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<tr>
<td>2</td>
<td>Bona Restaurant</td>
<td>815 Washington Ave SE</td>
<td>612-331-5011</td>
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<td>3</td>
<td>Campus Pizza &amp; Pasta</td>
<td>818 Washington Ave SE</td>
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<td>4</td>
<td>Caspian Bistro Restaurant</td>
<td>2418 University Ave SE</td>
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<td>5</td>
<td>Chipotle Mexican Grill</td>
<td>800 Washington Ave SE</td>
<td>612-378-7078</td>
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<td>6</td>
<td>Dairy Queen</td>
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<td>7</td>
<td>Erbert &amp; Gerbert's Subs &amp; Club</td>
<td>720 Washington Ave SE</td>
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<td>8</td>
<td>Jasmine Express</td>
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<td>Kikugawa At Riverplace</td>
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<td>10</td>
<td>Leaning Tower Of Pizza</td>
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<td>612-331-7474</td>
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<td>11</td>
<td>Milio's Sandwiches</td>
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<td>Noodles &amp; Co</td>
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<td>13</td>
<td>Orchid Cafe Thai Cuisine</td>
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<td>Papa John's Pizza</td>
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<td>15</td>
<td>Quiznos Sub</td>
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<td>Sally's Saloon &amp; Eatery</td>
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<td>Sbarro</td>
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<td>Starbucks</td>
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<td>19</td>
<td>Subway Sandwiches &amp; Salads</td>
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<td>20</td>
<td>U Garden Restaurant</td>
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<td>21</td>
<td>Village Wok</td>
<td>610 Washington Ave SE</td>
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Total Stadium Village Bars/Restaurants: 21
## Dinkytown Business Inventory

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<thead>
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<td>Espresso Expose</td>
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<td>Loring Pasta Bar</td>
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<td>11</td>
<td>Pizza Hut</td>
<td>1402 5th St SE</td>
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<td>12</td>
<td>Purple Onion Cafe</td>
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<td>Shuang Cheng Restaurant</td>
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<td>Steak Knife</td>
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<td>Vescio's Italian Restaurant</td>
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**Total Dinkytown Bars/Restaurants: 18**

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<td>3</td>
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Total Dinkytown Retail/Miscellaneous: 16
## Appendix VIII.
### Cedar Riverside Business Inventory

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<td>FOLC</td>
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<td>KFAI Fresh Air Radio</td>
<td>1808 Riverside</td>
<td>341-3144</td>
</tr>
<tr>
<td>Korean Service Center</td>
<td>620 Cedar Ave. S. Suite 1</td>
<td>342-1345</td>
</tr>
<tr>
<td>North West Bank Townhomes Association</td>
<td>1901-1911 South 5th Street</td>
<td></td>
</tr>
<tr>
<td>Oromo Community of Minnesota</td>
<td>420 South 15th Ave</td>
<td>340-0282</td>
</tr>
</tbody>
</table>
Appendix IX. Crime Statistics

Table 1: Crime Statistics for Stadium Study Area, 2006\(^\text{12}\)

<table>
<thead>
<tr>
<th>NEIGHBORHOOD</th>
<th>TOTAL</th>
<th>HOM</th>
<th>RAPE</th>
<th>ROB</th>
<th>ASLT</th>
<th>BURG</th>
<th>THEFT</th>
<th>MVT</th>
<th>ARSON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cedar-Riverside</td>
<td>564</td>
<td>0</td>
<td>9</td>
<td>74</td>
<td>40</td>
<td>54</td>
<td>293</td>
<td>92</td>
<td>2</td>
</tr>
<tr>
<td>Como</td>
<td>272</td>
<td>0</td>
<td>4</td>
<td>24</td>
<td>10</td>
<td>59</td>
<td>137</td>
<td>35</td>
<td>3</td>
</tr>
<tr>
<td>Marcy-Holmes(^\text{13})</td>
<td>673</td>
<td>0</td>
<td>3</td>
<td>51</td>
<td>34</td>
<td>140</td>
<td>380</td>
<td>64</td>
<td>1</td>
</tr>
<tr>
<td>Prospect Park</td>
<td>418</td>
<td>1</td>
<td>8</td>
<td>23</td>
<td>11</td>
<td>58</td>
<td>273</td>
<td>42</td>
<td>2</td>
</tr>
<tr>
<td>U of Minn. District(^\text{14})</td>
<td>614</td>
<td>0</td>
<td>1</td>
<td>15</td>
<td>17</td>
<td>52</td>
<td>510</td>
<td>19</td>
<td>0</td>
</tr>
<tr>
<td>Stadium Area Total</td>
<td><strong>2541</strong></td>
<td>1</td>
<td><strong>25</strong></td>
<td><strong>187</strong></td>
<td><strong>112</strong></td>
<td><strong>363</strong></td>
<td><strong>1593</strong></td>
<td><strong>252</strong></td>
<td><strong>8</strong></td>
</tr>
</tbody>
</table>

HOM = HOMICIDE, ROB = ROBBERY, ASLT = AGG ASLT, BURG = BURGLARY, MVT = MOTOR VEHICLE THEFT
Source: City of Minneapolis Police Department

Table 2: Crime Statistics for Stadium Study Area, 2005

<table>
<thead>
<tr>
<th>NEIGHBORHOOD</th>
<th>TOTAL</th>
<th>HOM</th>
<th>RAPE</th>
<th>ROB</th>
<th>ASLT</th>
<th>BURG</th>
<th>THEFT</th>
<th>MVT</th>
<th>ARSON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cedar-Riverside</td>
<td>616</td>
<td>0</td>
<td>8</td>
<td>74</td>
<td>60</td>
<td>51</td>
<td>284</td>
<td>137</td>
<td>2</td>
</tr>
<tr>
<td>Como</td>
<td>361</td>
<td>0</td>
<td>5</td>
<td>26</td>
<td>9</td>
<td>75</td>
<td>188</td>
<td>57</td>
<td>1</td>
</tr>
<tr>
<td>Marcy-Holmes(^\text{15})</td>
<td>787</td>
<td>0</td>
<td>3</td>
<td>55</td>
<td>43</td>
<td>167</td>
<td>447</td>
<td>69</td>
<td>3</td>
</tr>
<tr>
<td>Prospect Park</td>
<td>550</td>
<td>0</td>
<td>5</td>
<td>29</td>
<td>9</td>
<td>89</td>
<td>345</td>
<td>72</td>
<td>1</td>
</tr>
<tr>
<td>U of Minn. District(^\text{16})</td>
<td>717</td>
<td>0</td>
<td>4</td>
<td>35</td>
<td>11</td>
<td>52</td>
<td>590</td>
<td>22</td>
<td>3</td>
</tr>
<tr>
<td>Stadium Area Total</td>
<td><strong>3031</strong></td>
<td>0</td>
<td><strong>25</strong></td>
<td><strong>219</strong></td>
<td><strong>132</strong></td>
<td><strong>434</strong></td>
<td><strong>1854</strong></td>
<td><strong>357</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>

HOM = HOMICIDE, ROB = ROBBERY, ASLT = AGG ASLT, BURG = BURGLARY, MVT = MOTOR VEHICLE THEFT
Source: City of Minneapolis Police Department

Table 3: Stadium Study Area Comparison

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\(^{12}\) Note: 2006 crime statistics only include date from Jan. 31\(^\text{st}\) to Oct. 31\(^{st}\)

\(^{13}\) Includes Dinkytown commercial business district

\(^{14}\) Includes Stadium Village commercial business district

\(^{15}\) Includes Dinkytown commercial business district

\(^{16}\) Includes Stadium Village commercial business district
Comparison of Crime Data, 2005-2006

Source: City of Minneapolis Police Department
Appendix X.

Percent of the Population Ages 18-24 by 2000 US Census Blocks

Neighborhood Impact Assessment

Legend
- University Neighborhoods
- University of MN
- Mississippi River

Percent Age 18-24
- 0% - 10%
- 11% - 27%
- 26% - 43%
- 44% - 56%
- 60% - 77%
- 78% - 98%
- Total Population = 0

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>Age 18-24</th>
<th>Total Pop.</th>
<th>%Age 18-24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cedar Riverside</td>
<td>2,846</td>
<td>7,564</td>
<td>38%</td>
</tr>
<tr>
<td>Southeast Como</td>
<td>2,344</td>
<td>5,691</td>
<td>41%</td>
</tr>
<tr>
<td>Marcy-Holmes</td>
<td>4,910</td>
<td>8,897</td>
<td>55%</td>
</tr>
<tr>
<td>Prospect Park</td>
<td>2,674</td>
<td>6,326</td>
<td>42%</td>
</tr>
<tr>
<td>All 4 Neighborhoods</td>
<td>12,774</td>
<td>28,478</td>
<td>45%</td>
</tr>
<tr>
<td>City of Minneapolis</td>
<td>55,088</td>
<td>382,618</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: 2000 US Census: SF1, P12
Map Created by CURA staff 10/06
Appendix XI.

University of Minnesota Twin Cities Campus Laborshed

Neighborhood Impact Assessment

(Laborshed = where the designated workers for an area live)

Legend

Number of Workers

- University of Minnesota Campus
- Stadium/Bioscience Research Site
- Interstates
- Hiawatha LRT

<table>
<thead>
<tr>
<th>Name</th>
<th># of U of MN Employees</th>
<th># Working Residents</th>
<th>% of Total Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marcy-Holmes</td>
<td>373</td>
<td>2,711</td>
<td>13.3%</td>
</tr>
<tr>
<td>Prospect Park</td>
<td>348</td>
<td>1,877</td>
<td>18.5%</td>
</tr>
<tr>
<td>Southeast Como</td>
<td>224</td>
<td>2,163</td>
<td>10.4%</td>
</tr>
<tr>
<td>Cedar Riverside</td>
<td>203</td>
<td>2,199</td>
<td>0.2%</td>
</tr>
<tr>
<td>All 4 Neighborhoods</td>
<td>1,148</td>
<td>8,950</td>
<td>12.8%</td>
</tr>
</tbody>
</table>

Legend

Number of Workers

- 1 - 4
- 5 - 9
- 10 - 17
- 18 - 29
- 30 - 76

Note: Numbers include Faculty, Staff, and Student Employees

Data Source: LED Worker Origins/Destinations, 2nd Qtr 2003
Map created by M3D staff, 9/06
Appendix XII.

Minneapolis Foreign Born Populations by Neighborhoods

Neighborhood Impact Assessment

Eastern Africa

Legend
- Minneapolis Neighborhoods
- University of MN Neighborhoods
- University of MN, Minneapolis Campus

Number of People
- 0 - 42
- 44 - 136
- 137 - 300
- 310 - 830
- 836 - 1,060

Top 10 Neighborhoods with Foreign Born Population from Eastern Africa

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phillips</td>
<td>1950</td>
</tr>
<tr>
<td>Cedar Riverside</td>
<td>1693</td>
</tr>
<tr>
<td>Seward</td>
<td>835</td>
</tr>
<tr>
<td>Elliot Park</td>
<td>755</td>
</tr>
<tr>
<td>Whittier</td>
<td>678</td>
</tr>
<tr>
<td>Central</td>
<td>309</td>
</tr>
<tr>
<td>Lycnote</td>
<td>247</td>
</tr>
<tr>
<td>Stevens Square</td>
<td>205</td>
</tr>
<tr>
<td>University of NN</td>
<td>205</td>
</tr>
<tr>
<td>King Field</td>
<td>165</td>
</tr>
</tbody>
</table>

Total Foreign Born from Eastern Africa: 9,462

Total Foreign Born Population in Minneapolis: ~55,475 (14.5%)

Source: 2020 US Census
Map Created by CURA Staff 10/05
Appendix XIV.

Count of Small Business Loans in Minneapolis by Census Tract, 2005

Legend
Count of 2005 Small Business Loans
- Less than 24
- 25 to 49
- 50 to 74
- 75 to 99
- 100 and over

Map by Steve Peterson, 2008

Data Source: Federal Financial Institutions Examination Council, Community Reinvestment Act data.
Small Business Loans are Nonfarm, Nonresidential, Commercial, or Industrial Loans of $1 million or less.
Appendix XV.

Sum of Small Business Loans in Minneapolis by Census Tract, 2005

Legend

Sum of 2005 Small Business Loans

- Less than $0.5M
- $0.5 to $1M
- $1M to $1.5M
- $2M to $2.5M
- $3M and over

Map by Steve Peterson, 2008

Data Source: Federal Financial Institutions Examination Council, Community Reinvestment Act data.
Small Business Loans are Nonfarm, Nonresidential, Commercial, or Industrial Loans of $1 million or less.
Appendix XVI.

CITY OF MINNEAPOLIS
Property Values

EMV 2005
COMMERCIAL
- $1,000,000
- $1,001,000 - $1,004,999
- $1,005,000 - $1,007,499
- $1,007,500 - $1,009,999
- $1,010,000 - $1,013,999
- $1,014,000 - $1,049,999
- $1,050,000 - $1,599,999
- $1,600,000 and greater

City of Minneapolis CFED Department
Planning Division
Appendix XVII.

University of MN Neighborhoods & the Twin Cities Metro
2004 Total Sales Tax by Block Group

Legend

- City/Township Boundary
- Total Sales Tax
  - $0.00 - $1,500,000.00
  - $1,500,001 - $5,500,000.00
  - $5,500,001 - $13,000,000.00
  - $13,000,001 - $24,000,000.00
  - $24,000,000.1 - $60,000,000.00

Neighborhood:
- Cedar Riverside
- Como
- Marcy-Holmes
- Prospect Park

Map Created by CURA staff 10/06
Source: Minnesota Dept. of Revenue, 2004
Appendix XVII.

Residential Parcel Designation (Neighborhood Impact Assessment)

Legend
- University of Minnesota Campus
- Stadium/Bioscience Research Site
- Interstates
- Hiawatha LRT

Land Use
- Single Family (incl. Condo/Twnhse)
- Multi-Family
- Mixed Use

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-Family/Homestead</td>
<td>2,189</td>
<td>54%</td>
</tr>
<tr>
<td>Single-Family/Non-Homestead</td>
<td>581</td>
<td>14%</td>
</tr>
<tr>
<td>Multi-Family/Homestead</td>
<td>355</td>
<td>9%</td>
</tr>
<tr>
<td>Multi-Family/Non-Homestead</td>
<td>955</td>
<td>23%</td>
</tr>
<tr>
<td>Total</td>
<td>4,080</td>
<td>100%</td>
</tr>
</tbody>
</table>

Units
- Total Multi-family Units: 8,246 (75%)
- Total Single-family Units: 2,767 (25%)
- Total: 11,013 (100%)

Data Source: MNIS, October 2006
Map created by MISO staff, 10/06
References


