

MEMORANDUM

To: Policy Board Members and Alternates

From: Robert D. Miller, Director

Date: November 22, 2004

Subject: Powderhorn Park Phase II Neighborhood Action Plan

The Powderhorn Park Neighborhood Association (PPNA) is resubmitting their Phase II Neighborhood Action Plan after receiving the Phase II allocation approved for the neighborhood by the Policy Board on April 19, 2004. The neighborhood met the eligibility requirements approved by the Policy Board for entry into Phase II on December 6, 2001 (97% of their Phase I plan had been contracted by that date). The Phase I review was completed by the neighborhood in December 2000. The NRP Policy Board received the Phase I Plan Review and approved the Phase II Participation Agreement in May 2001.

The neighborhood began work on its Phase II plan in January 2001. This groundwork led to a volunteer training session in April 2001 for the NRP Steering Committee and a community-wide meeting on June 2001 to generate and prioritize ideas and to recruit additional volunteers to work on planning. The NRP Steering Committee convened throughout 2001 and the spring of 2002. The final draft plan was presented for neighborhood and board approval at a widely publicized community meeting held on June 29, 2002.

The submitted action plan was reviewed by the MRT in August 2002 and the NRP Policy Board approved the plan on September 23, 2002, with the understanding that the final appropriation would be adjusted based on the final neighborhood allocation approved by the Policy Board. On April 19, 2004 the NRP Policy Board approved the Phase II allocations for neighborhoods, including \$687,638 for Powderhorn Park.

After the new allocation was established, Powderhorn Park conducted a funding prioritization process that culminated on September 9, 2004, with the approval of new NRP strategy funding levels that fall within the neighborhood's revised median Phase II allocation.

The revised Powderhorn Park Phase II neighborhood action plan requests a total NRP Phase II appropriation of \$687,638.

The plan was initially reviewed by the MRT on September 9, and again on November 4, 2004. Some of the recommendations from that review have been incorporated into this version of the Plan. Based upon these reviews and the request of the neighborhood, I plan to recommend that the Policy Board adopt the following resolution:

WHEREAS: The Minneapolis Neighborhood Revitalization Policy Board (Board) adopted the Powderhorn Park Phase II Neighborhood Revitalization Plan on September 23, 2002;

WHEREAS: On April 19, 2004, the Minneapolis Neighborhood Revitalization Policy Board ("Board") approved Phase II allocations that included an allocation for the Powderhorn Park neighborhood of \$687,638, based on the Phase II revenues projected for NRP;

WHEREAS: The amount allocated to Powderhorn Park was significantly lower than the level projected for the neighborhood when its plan was being developed and initially approved;

WHEREAS: The Powderhorn Park neighborhood has conducted an extensive Phase II neighborhood plan review and modification process and has submitted a modified Powderhorn Park NRP Phase II Neighborhood Action Plan that requests a Phase II allocation of \$687,638;

THEREFORE, BE IT RESOLVED: That the Minneapolis Neighborhood Revitalization Policy Board (Board) hereby accepts and adopts the modified Powderhorn Park Phase II Neighborhood Revitalization Plan dated June 29, 2002 and revised November 4, 2004;

RESOLVED FURTHER: That the Board hereby authorizes the Director to: 1) request that the City Council and Mayor [a] amend the 2004 General Appropriation resolution by increasing the Community Planning and Economic Development Department agency Fund CNR – NRP Program Fund (CNR0-890-3550) by \$497,868 and [b] authorize the appropriate City officers to enter into any contracts or agreements necessary to implement the activities above;

RESOLVED FURTHER: That up to 70 percent of the amount approved for this plan (\$481,346) shall be available for obligation in the first three (3) years after approval of the appropriation for this plan.

POWDERHORN PARK PHASE II ACTION PLAN

ACTIVITY	2002/03-EARLY ACCESS		2004		NRP	PROGRAM INCOME	OTHER FUNDS*	CHANGES
	NRP HOUSING	NRP OTHER	NRP HOUSING	NRP OTHER	PHASE II TOTAL			
AFFORDABLE HOUSING (page 10)								
1.1.2. Perpetually Affordable Ownership			100,582		100,582		120,000	
1.1.3. Comprehensive Housing Resource Program	75,000				75,000			
1.2.1. Purchase Assistance					0		120,000	
1.3.1. 3-4 Bedroom Developments					0		1,563,230	
1.4.1. New Housing on Lake and Chicago			70,000		70,000		1,200,000	
1.4.2. East Phillips Commons	see ** below				-		340,000	
2.1.1. Emergency Funds for Families			62,230		62,230		300,000	
2.2.1. Rental Deferred Loan Program					0		240,000	
HOUSING IMPROVEMENT (page 14)								
1.1.1. Home Improvement Revolving Loan Fund					0		600,000	
1.1.2. Home Improvement Discounted Loan Prog.					0		620,000	
1.2.1. Rental Deferred Loan Program					0		165,000	
1.3.1. Mpls. Neighborhood Information System (MNIS)					0		20,000	
2.1.1. Housing Organizer					0		135,000	
2.2.1. Multi-neigh. Bilingual Staff					0		250,000	
2.3.5. PPNA Newsletter				20,000	20,000			
CULTURE AND COMMUNITY BUILDING (page 17)								
1.1.1. Resource Information					0		10,000	
1.1.2. Staff and Event Support					0		100,000	
1.1.3. Phase II Plan Development		114,770			114,770		115,000	
1.1.5. Translations					0		10,000	
2.1.1. Multi-lingual Environmental Campaign					0		20,000	
2.3.1. Community Oriented Public Safety Initiative		see *** below			-		100,414	
2.4.1. Restorative Justice				1,263	1,263		200,000	
ECONOMIC DEVELOPMENT (page 21)								
1.1.1. Business Resource Directory					0		10,000	
1.1.2. Business Directory					0		25,000	
1.1.3. Economic Development Staff					0		155,000	
1.1.5. Business Association Support				5,000	5,000			
1.1.6. PPNA Newsletter				5,000	5,000			
1.2.1. Business Revolving Loan Fund				60,000	60,000		250,000	
1.2.2. Business Façade Design Guidelines					0		15,000	
1.2.4. Streetscape Plans					0		25,000	
1.3.1. Video Cameras on Business Properties					0		35,000	
2.1.1. Promote Job Training Programs				17,390	17,390		50,000	
2.1.5. Promote Youth Volunteering/Training					0		45,000	
POWDERHORN PARK (page 25)								
1.1.1. Outdoor Amphitheater					0		275,000	
1.1.2. Improve Athletic Fields					0		220,000	
1.2.1. Develop Capital Improvement Plan					0		10,000	
1.2.2. Park Improvement Fund					0		300,000	
1.2.3. Review Park Plans/Determine New Priorities				31,263	31,263			
2.1.3. Outreach Efforts					0		10,000	
3.1.1. Identify Needs/Develop Programming					0		50,000	
3.1.2. Family and Youth Coordinator					0		120,000	
3.2.3. Develop Family and Youth Fund					0		50,000	
YOUTH DEVELOPMENT (page 29)								
1.1.2. Support Youth to Acquire Scholarships					0		20,000	
2.2.2. Educate Teens and Parents on Gangs					0		140,000	
3.1.2. Create Teen Center Space					0		30,000	
3.1.4. Paid Park Youth Position					0		100,000	
ARTS (page 32)								
1.1.1. Neighborhood Art Center at Lake/Bloomington				10,000	10,000		275,000	
1.2.1. Organize Events and Performances					0		350,000	
TRANSPORTATION AND TRAFFIC CALMING (page 34)								
1.1.1. Traffic Calming Measures					0		460,000	
1.2.1. Resolve Parking Crisis at Bloomington/Lake					0		20,000	
1.4.1. Transportation for Youth/Seniors to Events					0		15,000	
IMPLEMENTATION (page 36)								
1.1-3.1. Plan Implementation Support				115,140	115,140		225,000	
TOTAL	75,000	114,770	232,812	265,056	687,638	0.00	9,508,644	
APPROVED EARLY ACCESS - PLAN DEV'L		189,770			189,770			
ACTION PLAN REQUEST		189,770		497,868	687,638			
APPROVED AFFORDABLE HOUSING FUND **		175,000			175,000			
APPROVED COPSI RESERVE FUND ***		16,735.72			16,735.72			
ADMINISTRATIVE FUNDS IN PLAN		114,770		140,140	254,910	37.07%		
ADMIN FUNDS FOR HOUSING					181,322			
TOTAL HOUSING ALLOCATION					489,134	71.13%		
AMOUNT AVAILABLE (70%) IN 1ST 3 YEARS ****		189,770		291,577	481,347			

* - Other Funds listed on this spreadsheet are projected in the Action Plan, but are not committed by NRP, any public jurisdiction or other entity unless noted in the Comments section below.

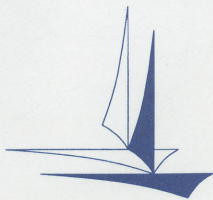
** - East Phillips Commons (Affordable Housing 1.4.2.) is funded through the NRP Affordable Housing Reserve Fund. As such, it is considered an Early Access project (Powderhorn Park's portion of the allocation is \$175,000; East Phillips' portion is \$340,000). However, the allocation is not included in the total Action Plan Request, nor is it included in the calculation of the neighborhood's Housing Allocation.

*** - The Bancroft, Bryant, Central, Corcoran, Powderhorn Park, Standish and Ericsson Community Oriented Public Safety Initiative (Culture and Community Building 2.3.1.) was funded through the NRP Community Oriented Public Safety Initiatives Reserve Fund (COPSIRF) for a total of \$117,150; Powderhorn Park's portion of the allocation is \$16,735.72. However, since the allocation is from the Community Oriented Public Safety Initiatives Reserve Fund, the allocation is not included in the total Action Plan Request calculated above, nor does it count against the neighborhood's Phase II allocation.

**** - On March 22, 2004, the NRP Policy Board adopted a policy that requires each neighborhood to limit its Phase II Neighborhood Action Plan obligations to no more than 70% of their neighborhood allocation during the first three years following approval of its action plan.

POWDERHORN PARK PHASE II ACTION PLAN

ACTIVITY	COMMENTS	CONTRACT ADMINISTRATOR
AFFORDABLE HOUSING (page 10)		
1.1.2. Perpetually Affordable Ownership	Other sources not defined	CPED Housing Policy and Development Division
1.1.3. Comprehensive Housing Resource Program		DFD
1.2.1. Purchase Assistance	Other sources not defined	
1.3.1. 3-4 Bedroom Developments	Other sources not defined	
1.4.1. New Housing on Lake and Chicago	Other sources not defined	CPED Housing Policy and Development Division
1.4.2. East Phillips Commons *	Powderhorn/E. Phillips Affordable Housing Res. Fund	CPED Housing Policy and Development Division
2.1.1. Emergency Funds for Families	Other sources not defined	DFD
2.2.1. Rental Deferred Loan Program	Other sources not defined	
HOUSING IMPROVEMENT (page 14)		
1.1.1. Home Improvement Revolving Loan Fund	Other sources not defined	
1.1.2. Home Improvement Discounted Loan Prog.	Other sources not defined	
1.2.1. Rental Deferred Loan Program	Other sources not defined	
1.3.1. Mpls. Neighborhood Information System (MNIS)	Other funds provided by MNIS	
2.1.1. Housing Organizer	Other sources not defined	
2.2.1. Multi-neigh. Bilingual Staff	Other sources not defined	
2.3.5. PPNA Newsletter		NRP
CULTURE AND COMMUNITY BUILDING (page 17)		
1.1.1. Resource Information	Other sources not defined	
1.1.2. Staff and Event Support	Other sources not defined	
1.1.3. Phase II Plan Development	Other sources not defined	NRP
1.1.5. Translations	Other sources not defined	
2.1.1. Multi-lingual Environmental Campaign	Other sources not defined	
2.3.1. Community Oriented Public Safety Initiative	Multi-neigh. Reserve Fund	Police
2.4.1. Restorative Justice	Other sources not defined	Hennepin County/DFD
ECONOMIC DEVELOPMENT (page 21)		
1.1.1. Business Resource Directory	Other sources not defined	
1.1.2. Business Directory	Other sources not defined	
1.1.3. Economic Development Staff	Other sources not defined	
1.1.5. Business Association Support		DFD
1.1.6. PPNA Newsletter		NRP
1.2.1. Business Revolving Loan Fund	Other sources not defined	CPED Economic Policy and Development Division
1.2.2. Business Façade Design Guidelines	Other sources not defined	
1.2.4. Streetscape Plans	Other sources not defined	
1.3.1. Video Cameras on Business Properties	Other sources not defined	
2.1.1. Promote Job Training Programs	Other sources not defined	CPED Economic Policy & Development Division (METP)
2.1.5. Promote Youth Volunteering/Training	Other sources not defined	
POWDERHORN PARK (page 25)		
1.1.1. Outdoor Amphitheater	Other sources not defined	
1.1.2. Improve Athletic Fields	Other sources not defined	
1.2.1. Develop Capital Improvement Plan	Other sources not defined	
1.2.2. Park Improvement Fund	Other sources not defined	
1.2.3. Review Park Plans/Determine New Priorities		NRP
2.1.3. Outreach Efforts	Other sources not defined	
3.1.1. Identify Needs/Develop Programming	Other funds from Powderhorn Festival of the Arts	
3.1.2. Family and Youth Coordinator	Other sources not defined	
3.2.3. Develop Family and Youth Fund	Other funds to be fundraised	
YOUTH DEVELOPMENT (page 29)		
1.1.2. Support Youth to Acquire Scholarships	Other sources not defined	
2.2.2. Educate Teens and Parents on Gangs	Other sources not defined	
3.1.2. Create Teen Center Space	Other sources not defined	
3.1.4. Paid Park Youth Position	Other sources not defined; to be matched by MPRB	
ARTS (page 32)		
1.1.1. Neighborhood Art Center at Lake/Bloomington	With HOTB in Antiques MN (partnering with East Phillips and Wells Fargo)	TBD based on actual activity (MPS/CPED/Henn. County)
1.2.1. Organize Events and Performances	Other sources not defined	
TRANSPORTATION AND TRAFFIC CALMING (page 32)		
1.1.1. Traffic Calming Measures	Other sources not defined	
1.2.1. Resolve Parking Crisis at Bloom/Lake	Other sources not defined	
1.2.4. Transportation for Youth/Seniors to Events	Other sources not defined	
IMPLEMENTATION (page 36)		
1.1-3.1. Plan Implementation Support	Other sources not defined	NRP



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TO: Policy Board Members and Alternates
FROM: John Moir, Chair, Management Review Team *John Moir*
DATE: November 17, 2004
RE: Powderhorn Park Neighborhood Phase II Neighborhood Action Plan

Attached is a copy of the Powderhorn Park Phase II Neighborhood Action Plan as modified after the plan was reviewed by the Management Review Team on November 4, 2004. The MRT met with the neighborhood twice on the plan (on September 9 and November 4). Neighborhood representatives presented the plan at the September meeting and met with staff from the Community Planning and Economic Development department between that meeting and the November MRT session to consider suggestions offered by CPED staff.

Although the neighborhood was able to clarify and address many of the concerns raised by City staff, not all of the suggestions or concerns were resolved. Attached is a memorandum from CPED outlining their remaining issues.

After completing the discussion, and recognizing that the remaining issues have to be resolved at the policy maker level, the MRT thanked the neighborhood for their work on the plan and agreed with the NRP Director that this plan and the CPED comments were ready to be forwarded to the NRP Policy Board for action.

CPED Comments on Proposed Phase II Action Plan: Powderhorn Park

Date Submitted: September 9, 2004 MRT

Date Revised: November 4, 2004 MRT

Contributors: Planning Division: Pam Miner, Mike Larson

Housing Division: Cynthia Lee

Economic Development: Bob Lind, Chip Wells

Administration: Jeff Schneider

Finance/Development Finance Division: Bob Cooper, Don Snyder

General Comments: September comments/*November updates*

CPED staff had minimal contact with neighborhood or NRP staff during plan development

Following the September MRT meeting, NRP staff arranged a meeting of CPED staff and Powderhorn Park representatives. CPED staff had a chance to better understand the Plan and to clarify staff comments. CPED noted that there was a City-funded job training vendor nearby which may already provide services similar to those proposed in the job training strategy under section IV. The neighborhood has subsequently met with both METP staff and the vendor (Goodwill/Easter Seals) and discussions about potential cooperative efforts are continuing.

Many strategies reference anticipated “other” sources of funds; it would be helpful for the Plan to identify what these anticipated sources are

The neighborhood indicated that part of the reason for listing a fairly large amount of “other funds” (\$9.5 million) was that many of these amounts were based on the original 2000 Phase II allocation, which was much higher than the current allocation. The amounts represent the neighborhood’s judgment about the need for these activities. Staff continue to believe that the Plan would be stronger and more complete if there was some attempt at identifying potential sources for these sources.

Is legal review complete/available? *Has been addressed*

Some of the assignments of contract administrator are unclear and need clarification
has been addressed

Allocation to administrative functions (37%) is very high *In our follow up meeting, the neighborhood noted that one half of the allocation to this category (\$115,000) was for Plan development activities which dragged out over the last couple of years. CPED staff continues to believe that allocating 1/3 of the Phase II Plan to administrative activities, however worthy, is not the best use of NRP funds. We note that last year’s NRP ordinance amendments capped total annual admin spending by both neighborhoods and central NRP admin at 20%.*

Consistency w/ the Comprehensive Plan

Several plan recommendations are consistent with The Minneapolis Plan, particularly in regard to mixed use development and support for improved transit accessibility. References to development at specific locations, including Lake/Chicago and Lake/Bloomington should reflect

the character of those locations on a commercial corridor; commercial corridor development should focus on high traffic, high intensity commercial and mixed uses. Specific development proposals should also conform to existing adopted City plans.

Consistency w/ the June 2004 Unified Housing Policy

Plan allocates funds to two of the policy priorities identified: affordable housing and corridor housing *no further comments*

Contract Administrator Responsibilities Clearly Identified & Discussed w/ staff?

The strategies which identify CPED or DFD as contract administrators should be discussed with affected staff from those departments. This should include discussion of the relevant unfunded strategies. Although at this point specific vendors may not be known for all strategies, it would be helpful if the Plan could identify whether the intended vendor is likely to be a public jurisdiction, the neighborhood group, or a third party.

This comment is a general suggestion for all Phase II plans and is not specific to Powderhorn Park. The revised Plan does now identify contract administrators for plan strategies, but no further information was provided about the intended category of vendor (public jurisdiction, neighborhood, third party) . The revised plan for Logan Park did take this additional step by identifying “strategy implementers,” which we believe is a helpful level of detail that Powderhorn Park and subsequent neighborhoods should consider.

Strategy-specific comments

Affordable Housing I; Goal 1/Objective 1/Strategy 2 – promote perpetual affordable ownership structure

Consideration should be given to exploring alternative means of achieving this end, i.e. individual parcel covenants vs. covenants on multiple structures. Care should be taken to maintain owner incentive to maintain properties

No further comments

Affordable Housing I; Goal 1/Objective 2/Strategy 4 – Mixed Use Development on Corridors

Note City requirement that at least 20% of units must be affordable to and occupied by Households at < 50% MMI

No further comments

Other housing comments:

PPNA should more clearly specify income limits in its housing programs

This has been done.

Economic Development IV; Goal 2/Objective 1/Strategy 1 – Job Training and Job Fairs

METP staff believe existing City programs could accomplish the intended objective and would be willing to discuss joint job training efforts with PPNA; e.g. the City and County jointly

sponsor job fairs on a regular basis, including a recent one for Midtown Exchange; if strategy remains, METP should be considered as contract manager

As noted above, discussions with METP's local provider of job training services are ongoing. METP has been added as the contract administrator.

Summary of Proposed Use of NRP Funds: (\$ in 000's) (based on 10/28/04 spreadsheet)

Housing emphasis areas from June 2004 Unified Housing Policy:		CPED contr admin?
-Affordable Housing Development (land trust ownership)	\$ 101	CPED/Housing
-Senior Housing	0	
-Preservation/Stabilization of federally subsidized units	0	
-Homeless/Supportive Housing Development	0	
-Corridor/Density/Growth Strategies (Lake/Chicago)	70	CPED/Housing
Other Housing programs		
- Comprehensive Housing Resource Program (early access)	75	DFD
- Emergency Loan Funds	62	DFD
Subtotal housing*	\$308	
*Note: Plan draft included other housing allocations not counted above:		
- \$175 K from AHTF for 2002 early access project co-sponsored with Phillips;		
- \$ 20 K towards newsletter, which staff believes should be counted w/in administrative allocation		
Culture and Community Building		
Restorative Justice	1	Henn Co/DFD
Economic Development		
Business Associations	5	DFD
Newsletter	see below	
Business Revolving Loan Fund	60	CPED
Job Training	17	CPED/METP
Powderhorn Park		
-review master plan	31	
Arts – Arts Center at Lake/Bloomington	10	TBD
Newsletter	25	
(includes 20 from Housing and 5 from Economic Development sections)		
Plan Development (PPNA - early access)	115	
Plan Implementation Support (PPNA)	115	
TOTAL NRP FUNDS	\$688	

Housing/Program	308	
Housing/Admin Prorated Amt	181	
Total Housing Allocation	489	(71%)
Admin Funds in Plan		
Plan Development	115	
Plan Implementation Support	115	
Newsletter	<u>25</u>	
Subtotal	255	(37%)



Powderhorn Park Neighborhood Revitalization Plan

Phase II

**Adopted June 29, 2002
Revised September 1, 2004**

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Introduction to the Plan

The Powderhorn Park Neighborhood Association's (PPNA) Board of Directors and the Powderhorn Park NRP Phase II Steering Committee proudly present the following NRP Phase II plan. The neighborhood has seen tremendous benefits from implementing our Phase I plan and we anticipate having a greater impact with Phase II. We have evaluated our progress and learned from our experiences in Phase I and incorporated these lessons into the following plan.

Throughout this entire process, we were committed to the values of respect, inclusiveness, diversity and the well being of all in our community. These ideals cannot be seen individually with each goal, objective or strategy, but rather in the inter-related collections of actions necessary to maintain and strengthen our already vibrant community.

This document is presented as a blueprint for our neighborhood's future and as guidance to PPNA. Our community is strong and full of assets and energy. As we implement Phase II, we will build from this strong foundation a place where everyone is welcome and has true opportunity. And we will strengthen our community to encourage new and support existing businesses.

Early in the planning process, the NRP Steering Committee established some guiding principles to be reflected by the plan. These principles are as follows:

- The Plan reflects and builds upon the assets of the community.
The plan identifies and augments existing community assets and resources. The philosophical approach is asset-based, not needs based.
- The Plan focuses on long-term sustainability of funds.
The plan reflects long-term sustainability and maintains the neighborhood's equity. The funds recycle.
- The Plan reflects greater diversity of culture and race.
As the neighborhood continues to get more diverse, the plan reflects, incorporates and encourages the many cultures and traditions.
- The Plan focuses on the health of the neighborhood.
The Plan addresses the well being of the overall neighborhood, placing the highest priority on community-wide issues.
- The Plan increases existing and new collaborations.
The Plan maintains and increases the number of effective collaborations with other neighborhoods, businesses and governmental agencies.
- The Plan builds upon the experience and work of NRP Phase I.
The Plan builds upon the successes and learns from the challenges of our NRP Phase I plan.
- The Plan leverages the maximum amount of other funding as possible.
Given our experience and knowledge, the Plan maximizes other sources of funding to supplement and match our NRP funds.
- The Plan allows improvements beyond our neighborhood boundaries.
Understanding that the improvement of the area benefits our neighborhood, our plan allows, as in Phase I, the ability to participate in collaborations outside of our borders.
- The Plan maintains the existing capacity of the neighborhood organization.

The Planning Process

Evaluation of NRP Phase I Plan:

Powderhorn Park's NRP Phase I review process began in June 2000 and was completed by December 2000. Several different groups, including PPNA staff, committee members, and University of Minnesota and Augsburg College students participated in collecting the information necessary to complete the review.

A variety of different methods were used to collect information, including surveying residents and business owners, interviewing volunteers, examining program files, reviewing committee evaluations and analyzing data from various City Departments. The utilization of these methods succeeded in gathering both the qualitative and quantitative data used to complete a full evaluation report.

In summary, after 2 years of planning and almost 7 years of implementation, NRP Phase I was completed by PPNA in 2000. PPNA placed a high priority on using NRP as a vehicle to leverage other funds, build collaborations, enhance governmental relations, and utilize existing resources. As a result, approximately 35,000 volunteer hours, 5 million dollars in NRP funds and over 36 million dollars in leveraged funds, both public and private, have been invested in completing the Phase I NRP Plan. Additionally, through the development of over 75 collaborations, PPNA worked to improve not only the Powderhorn Park Neighborhood, but adjacent south Minneapolis neighborhoods as well.

Phase II Steering Committee

The Powderhorn Park Neighborhood Association established the NRP Steering Committee in the Fall of 2000. The Steering Committee was comprised of up to 20 members appointed by the PPNA Board of Directors. The following parameters were used to establish the Steering Committee:

- The Committee had co-chairs, one of which was the PPNA Board of Director's Chair.
- Members of the Committee were volunteers that live, work or own property in the neighborhood. Working in the neighborhood can include individuals that work with residents in the neighborhood.
- The Committee was an advisory group to the PPNA Board of Directors. All decisions regarding the NRP Phase II plan needed to be approved by the PPNA Board of Directors.
- The Steering Committee had at least 2 PPNA Board representatives. The Steering Committee reported monthly to the PPNA Board of Directors. The minutes of the Steering Committee were presented to the PPNA Board as part of the Consent Agenda.
- The Committee was charged with developing and implementing the NRP Phase II Planning Process.
- Priority was placed on extensive outreach efforts to reach groups and/or individuals not regularly reached through traditional efforts, such as renters, communities of color, lower income households, etc.

Representation on the Committee includes the following groups/communities:

Property Owners	Renters	African-American	Latino
African-Somali	Jewish	Native American	SE Asian
Caucasian	Block Leaders	Education	Government
Family	GLBT	Powderhorn Park	Lower Income
Housing	Businesses	Artists	Seniors
Faith Based			

Individuals and organizations representing these constituencies were included on the Steering Committee and were asked to assist the Committee and PPNA in developing and implementing outreach strategies and focus groups. Committee members included:

Rebecca Wright	Jeff Hayden	Cate Long
D. Rojas	Donna Neste	Jan Milner
Juan Linares	Al Bangoura	Andrea Jenkins
Doroth Mayer	Richard Pitheon	Roy McBride
Roger Lynn	Maggie Englund	Tyrone Springs
Neenah Yang	Parvia Ahmed	Stephen Oates
Stephanie Cook		

David Rubedor, PPNA Executive Director, provided staff support.

Asset-Based Approach

Early in the process, the NRP Steering Committee adopted the asset-based approach to the planning process. This approach recognizes the assets in the community and then connects them with implementing a strategic plan. It is a philosophical approach that values the strengths within the community. Instead of figuring out what is wrong, the Steering Committee first figured out what is right and how do we build our community from there. The asset-based approach also identifies other resources outside, but available to the community. Through this process, gaps that need to be addressed were identified. Our NRP Phase II plan intends to augment our assets and address the gaps.

Phase II Planning Process

Initially, the NRP Steering Committee was established in fall, 2000. The PPNA Board and the initial members of the Steering Committee did an extensive outreach effort to get broad representation of the Committee. Once this was completed, a Participation Agreement was developed and adopted. The Participation Agreement outlined the planning process. The PPNA Board adopted the Agreement.

In spring, 2001, the Committee conducted an extensive training process in asset mapping, or the asset-based planning approach. Over 30 volunteers attended a couple of training sessions in April 2001. Volunteers learned of the asset-based model and how to use it in this process. The volunteers developed surveys for businesses, individuals and associations. A work plan was developed and the planning process was initiated.

Over the next several months, information was gathered through community meetings, surveying individuals, businesses and associations. A large community meeting, which was specifically held for NRP Phase II planning, was held on June 16, 2001. This was an all day meeting with an estimated 125 people participating throughout the day. Of particular note with this meeting was the diversity of the group - a significant percentage of those attending were African American or Latino. Other information gathering and surveying was done at regular PPNA events, such as the 4th of July, the September Annual meeting, etc. All in all, almost 400 one-on-one surveys of individuals, businesses and non-profit groups were completed.

The Steering Committee also sponsored several focus groups to gather additional information. Focus groups included affordable housing, social services, arts, economic development, etc. Attendance at the focus groups varied, depending on the subject. Ranging from just to a few people to over 20, information was gathered and provided to the Steering Committee for incorporation into the plan.

The NRP Steering Committee also gathered input from PPNA's existing program committees (Arts and Culture, Economic Development, Community Building, Housing and Land Use, Family and Youth, and Restorative Justice). At regularly scheduled meetings, each of the committees held several brainstorming sessions about the NRP Phase II plan. This information was then given back to the Steering Committee for incorporation into the planning process. Once a draft of the plan was completed, each of the committees were given the opportunity to review, comment and change the draft plan section related to their program.

In fall, 2001, the Steering Committee began the process of writing the plan. This process continued well into spring, 2001. The final plan was presented for neighborhood approval at a community meeting held June 29, 2002.

Throughout the development of the plan, the neighborhood was informed of process through PPNA's Update, a quarterly newsletter mailed to every address in the neighborhood. The newsletter provided updates to upcoming meetings, how to get involved in the process, areas for volunteering, and a general outline of the asset-based process. Notice of the draft and final plans were published in the PPNA Update. In addition to the Update, the June 29th meeting notice was also published in Southside Pride.

Neighborhood Description

The Powderhorn Park Neighborhood, located in south Minneapolis, is bounded by East Lake Street on the north, Cedar Avenue South on the east, East 38th Street on the south and Chicago Avenue South on the west side. In the heart of the neighborhood is a large, 65-acre scenic park that is the site for many large community events, youth programs and recreational opportunities for visitors and area residents.

The neighborhood was annexed to the city in 1887. By 1893 there were scattered residential developments north of East 35th Street along the Chicago Avenue streetcar line. Widespread residential development began in earnest after the panic of 1893 with the building of single and two family structures. Several smaller apartment buildings, generally under 10 units in size, were also built. Virtually the entire neighborhood was built by 1920, prior to the adoption of the zoning code in 1924.

As the City's population grew during the 1930s and 1940s, many of the larger single-family homes were made into duplexes and triplexes. Many of these subdivided houses were owner occupied, creating a unique environment of both owner occupancy and rental housing. This is still very relevant today. However, during the 1990s, there has been some re-conversion of the duplexes and triplexes back to single family.

Up until the mid 1990's, Powderhorn was considered an affordable place to live. The large number of duplexes, which provided many families and individuals an affordable place to live, augmented this. As with much of the city, in the late 1990's through the date of this plan, the shortage of housing in the city has driven home prices up considerably. This has significantly affected Powderhorn. Housing values have increased to the point that lower income individuals and families can no longer afford to buy a home here.

Commercial development also followed the streetcar routes with businesses first located on East Lake Street and Chicago Avenue. Later, small businesses also developed in a couple of nodes along the Bloomington Avenue and Cedar Avenue streetcar lines. During its height of activity, East Lake Street was known as "automobile row" due to the large number of car dealerships.

Starting in the 1960's, the main commercial corridor, East Lake Street, began to decline. This decline continued well into the 1990's culminating with the final closure of the Sears Department Store. However, revitalization of East Lake Street has begun. As mentioned below, the rapid growth of the Latino community in this area has also brought new economic development. The opening of the Mercado Central in 1998 (funded in part by NRP Phase I) served as the anchor for additional Latino based businesses to move into the Bloomington Lake area. Also, at the time this plan is being drafted, several large development projects are being proposed for the Bloomington Lake intersection (East Phillips Commons and the redevelopment of the Antiques Minnesota Building).

Powderhorn continues to be the neighborhood with large and vibrant community events. This has been critical in maintaining this neighborhood's sense of community. Long standing traditions such as the May Day parade and 4th of July continue to bring in thousands of visitors and residents alike. Newer events, such as our Martin Luther King Day and Powderhorn Artfair have not only maintained but also expanded the community's involvement and outreach.

Powderhorn is also truly a community of diversity. According to the 2000 census, no one group makes up more than half of the neighborhood's population. Specifically, in 2000, the racial breakdown of the neighborhood goes as follows: White 49.9%, African America 22.2%, American Indian 5.3%, Asian 5.1%, Other race 11.5% and two or more races 6.0%. Compared with the City as a whole, 65% of the City is white and 35% are people of color.

Of greatest note, though, has been the growth of the Latino population. Tracked as an ethnic group (instead of a racial group) in the 2000 Census, Latino's made up 22% of the neighborhood's population. This compares with less than 1% in 1990. This tremendous growth has led to both significant challenges and opportunities. The Latino community has made considerable investment in housing in the neighborhood and has, almost unilaterally, been responsible for the increased commercial development near the Bloomington Lake intersection. The challenge with the new community has been with language.

A final note regarding the 2000 Census, the total population of the neighborhood increased significantly, up 13.9% to 8,957 people.

Data regarding housing and income was not yet available from the 2000 Census. It is expected out in the summer of 2002. The NRP Steering Committee decided not to include the 1990 figures for this type of data because it is 12 years old and has likely changed considerably.

**Powderhorn Park
NRP Phase II**

Funding Allocations

Total Plan Amount \$687,638

Funding Allocations Based on Plan Components

<u>Plan Components</u>	<u>Plan Amount</u>	<u>Anticipated Match</u>
Affordable Housing*	\$307,812	\$3,883,230
Housing Improvement	\$ 20,000	\$1,790,000
Culture and Community Building	\$116,033	\$455,000
Economic Development	\$ 87,390	\$610,000
Powderhorn Park	\$ 31,263	\$1,035,000
Youth Development	\$ 0	\$290,000
Arts	\$ 10,000	\$625,000
Transportation and Traffic Calming	\$ 0	\$495,000
Implementation	<u>\$115,140</u>	<u>\$225,000</u>
Total	\$687,638	\$9,408,230

*This plan also contains Affordable Housing Reserve Funds which are not reflected in the above totals. (Affordable Housing Strategy 1.1.4.2. , \$175,000)

AFFORDABLE HOUSING I

\$307,812

It is the purpose of this plan to provide affordable, safe and decent housing opportunities for all Powderhorn Park Neighborhood residents. We believe that a strong and diverse housing stock, including a significant amount of affordable housing, is necessary for the comprehensive well being of the community.

Definition of Affordable Housing:

In recent years, the Powderhorn Park Neighborhood, as well as the Twin Cities in general, has seen a significant increase in the cost of housing. This increase in property values has limited the affordability of our neighborhood. We consider providing affordable housing to be a high priority and therefore have designed this section of the NRP plan to address this issue.

Housing is affordable if a family or individual pays no more than 30% of their income for housing and housing related costs. For the purposes of this plan, we are targeting our affordable housing programs to families or individuals at or below 80% of median income. We will, when appropriate, attempt to provide assistance to families or individuals at or below 50% of median income.

Our plan reflects the understanding that affordable housing addresses the following aspects affecting our community:

- Affordable housing is in short supply in the Twin Cities metropolitan area and in the Powderhorn Park Neighborhood;
- Working doesn't guarantee access to affordable housing;
- Housing is necessary for family and community stability;
- Affordable housing ensures access for all racial, ethnic and income groups; and
- Affordable housing is necessary to sustain and increase economic growth.

Affordable Housing Goal 1: Create and maintain affordable housing opportunities, both ownership and rental, for residents in the neighborhood.

Objective 1. Using a variety of strategies, promote long-term affordability and ensure the availability of affordable housing in Powderhorn Park.

Strategy 1: Provide staffing support to identify other sources of long-term affordable housing funding, potential collaborations and affordable housing development opportunities. The staff person shall work with other organizations working in affordable housing to develop housing for lower income families and provide support to the Housing and Land Use Committee.

NRP Resources = \$0

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Strategy 2: To support and encourage owner initiated placement of houses in a perpetually affordable ownership structure. Also, to fund up to 3 substandard houses to be rehabilitated and placed in such an ownership structure.

NRP Resources = \$100,582

Other Sources = \$120,000

Contract Manager: CPED

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.

Strategy 3: Continue support to the Neighborhood Comprehensive Housing Resource Program.

NRP Resources = \$75,000 (Phase II Plan Development Funds)

Contract Manager: DFD

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.

Objective 2: Encourage affordable homeownership, including ownership of duplexes.

Strategy 1: Provide entry costs assistance of up to \$5,000 to 20 families at or below 80% of Metro Median Income (MMI). The assistance shall be provided as deferred loans with restrictive covenants requiring the property to be sold to a family or individual at or below 80% of MMI or due upon sale if the purchaser's income exceeds that figure. As funds are returned, they shall be re-issued to new buyers meeting program requirements.

NRP Resources = \$0

Other Sources = \$120,000

Recycle funds as they become available.

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Strategy 2: Partner with other organizations which provide post purchase counseling for new owners to ensure families have home improvement knowledge, resources and skills.

NRP Resources = \$0

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.

Objective 3: Provide housing for families, including extended, larger families.

Strategy 1: Increase the number of 3 and 4 bedroom units by providing a development loan at very low interest for both new construction and rehabilitation work. NRP funds are to be matched with private sources. Mortgages shall be placed on the properties receiving subsidies.

NRP Resources = \$0

Other Sources = \$1,563,230

Recycle funds as they become available.

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Objective 4: Promote mixed use developments on commercial corridors and nodes.

Strategy 1: Provide funding for the creation of housing, including live/work units, on Lake Street and Chicago Avenues, with the goal of creating 25 new units. This will be provided as very low interest loans. Mortgages shall be placed on the properties receiving subsidies.

NRP Resources = \$70,000

Other Sources = \$1,200,000

Recycle funds as they become available.

Contract Manager: CPED

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Strategy 2: Participate in partnership with the East Phillips neighborhood to construct a new mixed-use, mixed-income housing development at 29th Street and Bloomington named “East Phillips Commons” in an effort to improve the shared Bloomington and Lake Street node.

NRP Resources = \$175,000 Affordable Housing Reserve Funds

\$175,000 (These funds are not included in the fund allocation for Powderhorn Park Phase II plan)

Other Sources = \$340,000 East Phillips Affordable Housing Reserve Funds

Contract Manager: CPED

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Affordable Housing Goal 2: Preserve existing affordable housing stock.

Objective 1. Provide a variety of financing tools for home improvement, with an emphasis on programs that are self-sustaining.

Strategy 1: Provide emergency funds to 15 low-income (30-50% MMI) families in the form of deferred loans due upon sale of the property. Subsequent loans will be issued as original loans are paid off. Leverage NRP funds to provide emergency funds for additional families.

NRP Resources = \$62,230

Other Sources = \$300,000

Recycle funds as they become available.

Contract Manager: DFD

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.

Objective 2: Help rental property owners maintain rental properties with reasonable rent levels.

Strategy 1: Develop a deferred loan program for rental properties that are affordable to families or individuals at or below 50% of median income. Funds can be used to decrease operating expenses and increase unit livability. Owners must agree to keep rents affordable to 50% or below median income for term of the loan or until building sells.

NRP Resources = \$0

Other Sources = \$240,000 (Recycle funds as they become available.)

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

HOUSING IMPROVEMENT II

\$20,000

It is the purpose of this plan to ensure safe and decent housing opportunities for all Powderhorn Park Neighborhood residents. As our housing stock continues to age, we find it necessary to provide residents with the financial tools to keep their housing in good condition.

Housing Improvement Goal 1: Preserve existing housing stock.

Objective 1. Provide a variety of financing tools for owner-occupied home improvement with an emphasis on programs that are self-sustaining.

Strategy 1: Capitalize a housing improvement revolving loan fund with interest rates that vary based on income and with flexible underwriting guidelines. Match with other funds to provide loans for up to 60 houses.

NRP Resources = \$0

Other Sources = \$600,000.

Recycle funds as they become available beyond 2006.

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Strategy 2: Partner with non-profit housing providers and the MHFA to establish a discounted loan program for home improvement that will provide 100 \$10,000 loans at 3% interest.

NRP Resources = \$0

Other Sources = \$620,000.

Recycle funds as they become available beyond 2006.

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Objective 2: Help rental property owners maintain rental property with reasonable rent levels.

Strategy 1: Develop a deferred loan program for market rate rental properties. Funds can be used to decrease expenses and increase unit livability. Funds to be repaid upon the sale of the property.

NRP Resources = \$0

Other Sources = \$165,000

Recycle funds as they become available.

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Objective 3: Develop and maintain a system to track and provide assistance to residential properties at-risk of abandonment or blight.

Strategy 1: Continue participation with the Minneapolis Neighborhood Information System (MNIS) and incorporate information into the Housing and Land Use and community planning effort.

NRP Resources = \$0

Other Sources = \$20,000 Provide by MNIS.

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Housing Improvement Goal 2: Ensure access for all residents to information, services and resources that will aid them in maintaining their homes.

Objective 1: Provide staff support to administer housing programs and provide information and advocacy referral for all residents ensuring that underrepresented community members have equal access to PPNA and other community programs.

Strategy 1: Provide the capacity to maintain a full time housing organizer.

NRP Resources = \$0

Other Sources = \$135,000

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Objective 2: Coordinate and expand outreach efforts to immigrant families and others not traditionally included in neighborhood organizations.

Strategy 1: Working with other neighborhoods and the MNIS program, coordinate bi-lingual staff to work in multiple neighborhoods as a resource for outreach.

NRP Resources = \$0

Other Sources = \$250,000

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Objective 3: Increase access and distribution of information for renters and homeowners.

Strategy 1: Partner with organizations to provide up to date information on available rental properties and tenant advocacy services.

NRP Resources = \$0 (included in staff support).

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Strategy 2: Develop and maintain a list of home improvement and maintenance service providers in the Powderhorn area with rates that will be available to local homeowners.

NRP Resources = \$0 (included in staff support).

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Strategy 3. Continue to partner with other neighborhoods to hold the South Minneapolis Housing Fair. Continue to maintain this event as self-sustaining.

NRP Resources = \$0 (included in staff support).

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Strategy 4: Collaborate with other organizations to provide neighborhood workshops on home improvement and maintenance.

NRP Resources = \$0 (included in staff support).

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

Strategy 5: Continue to provide housing information to all residents through the PPNA newsletter on a quarterly basis.

NRP Resources = \$20,000

Contract Manager: NRP

City Goal addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth

CULTURE AND COMMUNITY BUILDING III

\$116,033

Our plan will maintain and increase our sense of place so that all of us within the Powderhorn Park Neighborhood feel that this is a special place that welcomes a variety of cultures. We value each other and want to learn and share each other's values, norms, styles, language, food, dress, etc – so that everyone feels welcome and respected here.

Definition of Culture and Community Building:

As the Powderhorn Park Neighborhood has become increasingly diverse, we recognize the need for outreach that includes the whole community. To do this, our community building efforts outlined in this plan are intended to incorporate the various people residing in the neighborhood and their cultures.

Community can be thought of in two ways:

- As a geographic, physical place; and
- As a “sense of” as in “sense of community”.

The Powderhorn Park neighborhood meets the definition in both ways. We are a community – a place with specific boundaries – and within our community we are a variety of cultures – groups that share something in common. Our NRP plan focuses on maintaining and strengthening our “sense of community” for all residents.

Society is divided into structure and cultures. Culture focuses on similarities or commonalities among people. Some cultural concepts are:

- Truths;
- Values;
- Goals;
- Norms;
- Habits;
- Styles;
- Language;
- Food; and
- Dress.

This concept, however, does not mean that all individuals within a culture automatically share everything with others in the same culture. Individuals are just that and should never be treated merely as bearers of a particular culture.

Culture and Community Building Goal 1: Build social connections between various groups in the neighborhood.

Objective 1: Identify/ connect with organizations, businesses, agencies, and media that serve the various constituents in the neighborhood to increase the participation of various ethnic groups in neighborhood functions.

Strategy 1: Create a community-building tool that provides information on available neighborhood resources.

NRP Resources = \$0

Other Sources = \$10,000

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 2: Provide staff and event support for all culture and community building activities.

NRP Resources = \$0

Other Sources = \$100,000

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 3: Conduct neighborhood outreach and planning activities in accordance with the approved participation agreement to develop the goals, objectives and strategies of the Phase II Neighborhood Action Plan.

NRP Resources = \$114,770 (Phase II Plan Development Funds)

Other sources = \$115,000

Contract Manager: NRP

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 4: Integrate aspects of different cultures in PPNA sponsored activities, including community events, committees and the block club network. This includes outreach efforts, interpreters, music, arts, etc.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 5: Provide information on neighborhood activities in multiple languages.

NRP Resources = \$0

Other Sources = \$10,000

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Culture and Community Building Goal 2: Continue to build a safe, healthy community for all residents.

Objective 1: Increase efforts to address livability issues in the neighborhood.

Strategy 1: Develop a multi-lingual environment/ litter and graffiti reduction campaign.

NRP Resources = \$0

Other Sources = \$20,000

City Goal addressed by this strategy: Build communities where all people feel safe and trust the City's public safety professionals and systems.

Strategy 2: Include neighborhood businesses, churches, rental property owners, youth groups and block clubs in annual clean up events.

NRP Resources = \$0 (included in staff support).

City Goal addressed by this strategy: Maintain the physical infrastructure to ensure a healthy, vital and safe City.

Objective 2: Expand the block club network, with an emphasis on inclusion.

Strategy 1: Provide support for community based block club leader trainings and resident driven activates.

NRP Resources = \$0

City Goal addressed by this strategy: Build communities where all people feel safe and trust the City's public safety professionals and systems.

Strategy 3: Work to identify residents on each block willing to disseminate information on neighborhood activities.

NRP Resources = \$0 (included in staff support).

City Goal addressed by this strategy: Build communities where all people feel safe and trust the City's public safety professionals and systems.

Objective 3: Increase efforts to strengthen the neighborhoods' relationship with the police department.

Strategy 1: Work with Police Precinct Sector Lieutenant and Crime Prevention Specialist to sponsor "meet the cops " gatherings.

NRP Resources = \$0 (included in staff support).

City Goal addressed by this strategy: Build communities where all people feel safe and trust the City's public safety professionals and systems.

Strategy 2: Work with the 3rd precinct to assign beat cops to areas of the neighborhood, including Lake Street.

NRP Resources = \$0 included in staff support

City Goal addressed by this strategy: Build communities where all people feel safe and trust the City's public safety professionals and systems.

Strategy 3: : Community Oriented Public Safety Initiative Reserve Fund (COPS)

Utilize directed patrolling services as outlined in the COPS proposal and contract with the Mpls. Police Department (3rd precinct)

NRP Resources: \$116,735.72 (COPS Funds)

Objective 4: Expand the use of restorative justice programs in the neighborhood.

Strategy 1: Continue to promote Midtown Community Restorative Justice as a tool to address livability issues.

City Goal addressed by this strategy: Build communities where all people feel safe and trust the City's public safety professionals and systems.

NRP Resources = \$1,263

Other Sources = \$200,000.

Contract Manager: Henn Cty./DFD

ECONOMIC DEVELOPMENT IV

\$87,390

Our Plan uses the resources available to maintain and enhance the viability of the commercial and industrial areas of the neighborhood to a level that supports maximum employment of neighborhood residents at living wages, appropriate employment for youth, and convenient shopping and services for the residents of the community.

Economic Development Goal 1: Achieve and maintain a vibrant business community that meets supply, service, and retail needs of the residents and businesses of the Powderhorn Park and surrounding neighborhoods.

Objective 1: PPNA, alone and in collaboration with other organizations, will support existing — and the creation of new — businesses that provide local employment opportunities, and meet neighborhood needs for products and services.

Strategy 1: Survey for, and compile a comprehensive directory of existing business resources (financial, legal, B2B, educational, governmental, etc).

NRP Resources = \$0

Other Source = \$10,000

City Goal addressed by this strategy: Create and environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Strategy 2: Working in collaboration with other business organizations and associations, create an easily updated business directory as a marketing tool.

NRP Resources = \$0

Other Source = \$25,000

City Goal addressed by this strategy: Create and environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Strategy 3: Provide staff support for the Economic Development Committee to carry out the functions of the Plan and to develop relationships with city staff to assure clear, up-to-date information regarding regulations, licenses, and expectations for business.

NRP Resources = \$0

Other Sources = \$155,000

City Goal addressed by this strategy: Create and environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets

Strategy 4: Regularly survey neighborhood residents and businesses to determine needs of the community and identify opportunities for new business ventures (e.g. many residents have consistently asked for a neighborhood food coop so that organic/natural food products would be locally available). Work to recruit businesses to fill these needs.

NRP Resources = \$0 (included in staff support).

City Goal addressed by this strategy: Create and environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Strategy 5: Support existing business associations. Work to organize new group in commercial areas without associations.

NRP Resources = \$5,000

Contract Manager: DFD

City Goal addressed by this strategy: Create and environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Strategy 6: Support and provide information in the PPNA quarterly newsletter to inform area residents and the business community of relevant information. Advertisements will not be sold in this newsletter.

NRP Resource = \$5,000

Contract Managerr: NRP

City Goal addressed by this strategy: Create and environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Objective 2: Improve the physical condition and appearance of commercial areas (e.g. mechanical upgrades/repairs, parking lots, building facades, &c.)

Strategy 1: Capitalize a variable-interest, revolving loan fund to match business owner investments. While interest rates could be down to 0%, funds are always to be paid back.

NRP Resources = \$60,000 (Funds recycle funds beyond 2006)

Other Sources = \$250,000

Contract Manager: CPED

City Goal addressed by this strategy: Create and environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Strategy 2: Develop design guidelines for business facades. Those in compliance would receive preferential status for revolving loan funds.

NRP Resources = \$0

Other Source = \$15,000

City Goal addressed by this strategy: Create and environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Strategy 3: Eliminate unsightly and blighted buildings from business districts through organizing neighborhood residents and businesses, and advocacy with property owners and city agencies. Build connections between businesses and adjacent residential property owners (through block clubs) to address trash and graffiti issues.

NRP Resources = \$0

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

Strategy 4: Work with business associations to develop streetscape plans that highlight area's unique character.

NRP Resources = \$0

Other Sources = \$25,000

City Goal addressed by this strategy: Maintain the physical infrastructure to ensure a healthy, vital and safe City

Objective 3: Reduce crime levels in commercial districts of the neighborhood.

Strategy 1: Expand the video camera project to more business properties. Maintain existing camera network.

NRP Resources = \$0

Other Sources = \$35,000

City Goal addressed by this strategy: Build communities where all people feel safe and trust the City's public safety professionals and systems.

Strategy 2: Support the creation of business block clubs.

NRP Resources = \$0

City Goal addressed by this strategy: Build communities where all people feel safe and trust the City's public safety professionals and systems.

Strategy 3: Work with 3rd Precinct officers, CCP/SAFE, and other law enforcement agencies to coordinate an action plan to effectively address criminal activity.

NRP Resources = \$0

City Goal addressed by this strategy: Build communities where all people feel safe and trust the City's public safety professionals and systems.

Economic Development Goal 2: Promote employment opportunities for neighborhood residents.

Objective 1: To increase the number of neighborhood adults and youth locally employed in living-wage jobs.

Strategy 1: Identify and promote local job training programs and fairs to residents. Support the creation of additional programs by local businesses and industries.

NRP Resources = \$17,390

Other Sources = \$50,000

Contract Manager: METP

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

Strategy 2: Participate in job training fairs and/or organize and host a Powderhorn (or Midtown) job fair.

NRP Resources = \$0

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

Strategy 3: Work with neighborhood businesses and industries to identify expected job and skills needs.

NRP Resources = \$0

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

Strategy 4: Continue to organize and participate in the Teen Job & Opportunity Fair. Encourage the participation of additional employers.

NRP Resources = \$0

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

Strategy 5: Identify and promote existing volunteer/training opportunities that focus on youth.

NRP Resource = \$0

Other Sources = \$45,000

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

Strategy 6: Work with businesses, trades organizations, business associations and educational institutions to identify opportunities for youth training programs.

NRP Resources = \$0 (included in staff support)

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

POWDERHORN PARK V

\$31,263

It is our purpose to continue to recognize and value Powderhorn Park as a major amenity and resource for our neighborhood. We will continue to develop the park as place for community events and as a source of neighborhood identity. We also recognize and support the park as a place for youth programming and activities. We will use our plan to build upon the work that was completed in NRP Phase I.

Powderhorn Park Goal 1: To enhance the physical conditions of the park.

Objective 1: To enhance the performance and community event spaces.

Strategy 1: To construct a natural outdoor amphitheater performance space.

NRP Resources = \$0

Other Sources = \$275,000

City Goal addressed by this strategy: Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Strategy 2: Improve the athletic fields to serve the changing needs of the community.

NRP Resources = \$0

Other Sources = \$220,000

City Goal addressed by this strategy: Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Objective 2: To improve the conditions and utility of the park buildings by working with the community, park staff and other neighborhood resources.

Strategy 1: Develop a capital improvement plan for the park building based on agreed upon priorities which will include such items as installing air conditioning in the main park building so that community events and programming can function in the building during the summer months, providing ADA accessibility, and connecting the main and lower floors of the park building to better utilize the facility.

NRP Resources = \$0

Other Sources = \$10,000

City Goal addressed by this strategy: Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Strategy 2: Create a fund, which in collaboration with the Park Board, will pay for improvements.

NRP Resources = \$0

Other Sources = \$300,000

City Goal addressed by this strategy: Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Objective 3: To enhance the park grounds to better serve the community.

Strategy 1: Working with the community, park staff and other neighborhood resources, PPNA will lead an effort to review the existing park master plan to determine new priorities for the park and community, which may include better lighting, a sidewalk on the north side of the park, and improving the playgrounds and/or pool area.

NRP Resources = \$31,263

Contract Manager: NRP

City Goal addressed by this strategy: Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Strategy 2: Create a fund, which in collaboration with the Park Board, will pay for improvements.

NRP Resources = \$0

City Goal addressed by this strategy: Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Powderhorn Park Goal 2: To strengthen the connections between the park and the community.

Objective 1: Increase community input into the Park programs by creating an advisory committee, consisting of residents, program providers, park and neighborhood staff, known as PARC (Powderhorn Activities and Recreation Council) that will work directly with park staff for the development and design of programming.

Strategy 1: To provide information to the community via mailings, special events, door knocking, the PPNA newsletter, questionnaires with return information and one-on-one dialogue and sharing of ideas.

NRP Resources = \$0

City Goal addressed by this strategy: Strengthen City government management and enhance community engagement.

Strategy 2: To increase the diversity of people volunteering and working with park programs so that the programming better reflects and meets the needs of the entire community.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 3: Increase the outreach efforts that will include information fairs, festivals and other culturally specific events (coordinated with the Culture and Community Building section of this plan).

NRP Resources = \$0

Other Sources = \$10,000

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Powderhorn Park Goal 3: Improve the programs at the park for all age groups.

Objective 1: Working with the community, identify programs that will best serve youth and adults.

Strategy 1: Work with the PARC council to identify the needs of the community and develop programming to reflect these needs.

NRP Resources = \$0

Other Sources = \$50,000 (anticipated proceeds from the Powderhorn Artfair for 5 year period).

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 2: Provide support to PPNA's Family and Youth Committee and organizer so that PPNA continues to provide coordination and community input in existing programs.

NRP Resources = \$0

Other Sources = \$120,000

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 3: Significantly increase volunteer support through personal contact, dialogue, the PARC council, PPNA's Family and Youth Committee and other outreach efforts.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Objective 2: Continue to seek grants and partnerships to help support and enhance programs.

Strategy 1: Collaborate with Powderhorn Park Neighborhood Association.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 2: Find other resources and collaborations and utilize those resources to reach the goals of this plan. Expand fundraising efforts where possible, including seeking foundation support for new and existing programs.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 3: Working with existing financial partners, develop a Family and Youth Fund for the purpose of providing support to park programs.

NRP Resources = \$0

Other Sources = \$50,000 (fundraising efforts to create this fund).

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

YOUTH DEVELOPMENT VI

Our Plan will increase families' awareness and access to community based resources that will enable them to strengthen relationships between parents and children and the neighborhood.

Youth Development Goal 1: Develop support systems to encourage successful, active youth with additional consideration for non-traditional families.

Objective 1: Provide opportunities for youth to succeed in school.

Strategy 1: Create ongoing communication between the schools and the neighborhood.

NRP Resources= \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 2: Provide support to youth in acquiring scholarships for post high school opportunities and training.

NRP Resources= \$0

Other Sources = \$20,000

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 3: To provide staff and event support for the PPNA family and youth program, including events like Martin Luther King, Camp Out in the Park and others as they may be identified.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities

Youth Development Goal 2: Create an environment where children and youth can be nurtured and grow with their families, working cooperatively to create a better way of life.

Objective 1: Explore, coordinate and improve access and program accountability of youth and social service programs available to the community through schools and community resources.

Strategy 1: Develop a comprehensive neighborhood resource vehicle (i.e., list, guide, pamphlet, etc.) to have available for all residents.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 2: Coordinate existing resources and work with them to modify their existing policies and procedures to make them more accessible, proactive and less reactive; then eventually assimilate those changes into routine processes.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Objective 2: Reduce the level of violence by neighborhood youth.

Strategy 1: Promote non-violent intervention training through schools, teaching families and kids how to deal with conflict non-violently.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 2: Educate teens and parents on the negative aspects of gang activity. This may include the use of ex-gang members as speakers.

Other Sources = \$140,000

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Objective 3: Establish and support mentorship programs for adults and youth from resources within the community so that every child has multiple, quality adult relationships that build esteem and work skills with special outreach efforts to seniors.

Strategy 1: Find existing mentoring programs within the city and secure placement for Powderhorn youth.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 2: Sponsor a local business mentorship program with neighborhood kids.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Youth Development Goal 3: Create an urban sanctuary for neighborhood youth at Powderhorn Park.

Objective 1: Engage kids and teens that are not currently actively participating in the park or park related programs.

Strategy 1: Identify participating and non-participating kids and teens; identify reasons for non-participation; work with Teen Council to develop new programming that appeals to teens; support existing programs offered by other organizations; explore partnerships with other organizations that offer teen and youth programs; create opportunities for teens and youth to contribute “sweat equity” towards purchasing necessary materials and opportunities for particular youth and teen programs; partner with area colleges and universities.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 2: Create a space for a teen center.

NRP Resources= \$0

Other Sources = \$30,000

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 3: Support the development of new and support existing youth programs at the park.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 4: Provide funding for a paid youth position at the park. The funds are to be matched with the Park Board.

NRP Resources= \$0

Other Sources = \$100,000

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Arts VII
\$10,000

Our Plan uses the Arts as a tool to build community between neighbors, to bring attention and discussion to community issues, to create social change and to increase the stability and economic viability of neighborhood artists.

Arts Goal 1: Establish arts and culture as a focal point for community building, individual enrichment and economic development.

Objective 1: Encourage the presence of community artists by providing needed building space.

Strategy 1: Develop a neighborhood based art center in potential available space at Lake & Bloomington with Heart of the Beast Theater in the former Antiques Minnesota Building. This would be done in partnership with Midtown Phillips & Wells Fargo. Neighborhood artists (amateurs, professionals and those who do not yet call themselves “artists”) will be given exposure, and encouragement and support services through performance, display and publication opportunities. Emphasis will be placed on the development of skills and experiences that will have a beneficial long-term professional impact in their lives and economic impact in the community.

NRP Resources- \$10,000

Other Sources = \$275,000

Contract Manager: TBD

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 2: Identify and cultivate use of existing neighborhood spaces, and develop new spaces as needed, for cooperative studio and rehearsal space. Talk to Pillsbury House, Heart of the Beast, Powderhorn Park, local churches, even individual business and homeowners to locate possible community use space.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities

Objective 2: Encourage cultural understanding and promote neighborhood multi-cultural and inclusive events with the purpose of connecting people and encouraging neighborhoods to work together on projects.

Strategy 1: Organize a variety of events and performances for the purpose of building bridges among all community members. Activities will celebrate the history, cultural heritage and diversity of our neighborhood. This will include such event as the Powderhorn Artfair, Martin Luther King, etc.

NRP Resources = \$0

Other Sources = \$350,000

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strategy 2: To fund an arts community organizer to work with the Arts Committee on coordinating community events and performances and to coordinate the activities conducted under this plan.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Arts Goal 2: To create an environment that promotes youth leadership and recognizes success, fostering a sense of positive ownership of a neighborhood where youth will want to remain into adulthood.

Objective 1: Provide ongoing youth and children programs in a productive, respectful and creative environment that promotes cultural understanding.

Objective 2: Help to facilitate a long-term project involving neighborhood artist in the neighborhood schools.

Strategy 1: Foster an artist program at Powderhorn Community School, Benjamin Banneker, and Bancroft schools.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities

Objective 3: Continue to do joint programming/events with Powderhorn Park Community Center.

Strategy 1: Working with other aspects of this plan and staffing positions, ensure that arts are incorporated into community events at the park and other places.

NRP Resources = \$0

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Transportation and Traffic Calming VIII

Transportation and Traffic Calming Goal 1: Promote safe and accessible passage through the neighborhood for pedestrians, bicycles and automobiles.

Objective 1: Implement traffic calming measures where necessary.

Strategy 1: Work with the City's transportation department and block clubs to identify and implement methods for traffic calming in high traffic/speed areas of the neighborhood. Create a fund to help implement these traffic-calming methods.

NRP Resources= \$0

Other Sources = \$460,000

City Goal Addressed by this strategy: Maintain the physical infrastructure to ensure a healthy, vital and safe city.

Strategy 2: Partner with the Minneapolis Park Board and Public Works to implement traffic calming around Powderhorn Park.

NRP Resources = \$0

City Goal Addressed by this strategy: Maintain the physical infrastructure to ensure a healthy, vital and safe city.

Objective 2: Develop methods to reduce parking problems at commercial nodes.

Strategy 1: Work with the Bloomington/Cedar/Lake Business Association and Mercado Cooperative to identify opportunities to resolve parking crisis at Bloomington and Lake Street.

NRP Resources= \$0

Other Sources = \$20,000.

City Goal Addressed by this strategy: Maintain the physical infrastructure to ensure a healthy, vital and safe city.

Strategy 2: Work with other area business associations or commercial nodes to address parking issues.

NRP Resources = \$0

City Goal Addressed by this strategy: Maintain the physical infrastructure to ensure a healthy, vital and safe city.

Objective 3: Increase access to and use of public transportation.

Strategy 1: Partner with MTC to ensure clean and lighted bus shelters.

NRP Resources = \$0

City Goal Addressed by this strategy: Maintain the physical infrastructure to ensure a healthy, vital and safe city.

Strategy 2: Partner with the MTC to provide bus schedules in multiple languages.

NRP Resources = \$0

City Goal Addressed by this strategy: Maintain the physical infrastructure to ensure a healthy, vital and safe city.

Objective 4: Increase access to transportation for youth and seniors.

Strategy 1: Develop a partnership between the City or County and youth/senior groups to provide transportation for activities and events.

NRP Resources = \$0

Other Sources = \$15,000

City Goal Addressed by this strategy: Maintain the physical infrastructure to ensure a healthy, vital and safe city.

Implementation
\$115,140

Implementation Goal 1: Assure positive outcomes for the neighborhood during implementation of the remaining Phase I and the Phase II Action Plan.

Objective 1: Increase the effectiveness of neighborhood organization during plan implementation

Objective 2: Leverage non-NRP funds to increase project impact.

Objective 3: Increase accountability for NRP funds

Strategy 1: Provide planning, monitoring, evaluation and oversight and leveraging assistance to implement the strategies remaining in the Phase I plan and in the Phase II plan.

NRP Resources = \$115,140

Other Sources = \$225,000

Contract Manager: NRP

City Goals addressed by this strategy: Strengthen City government management and enhance community engagement.and;

Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

**POWDERHORN PARK NEIGHBORHOOD
NRP PHASE II
Participation Agreement
February 2001**

Neighborhood Profile:

The Powderhorn Park Neighborhood, located in south Minneapolis, is geographically bounded by East Lake Street on the north side, Cedar Avenue South on the east side, East 38th Street on the south side and Chicago Avenue South on the west side.

The neighborhood was developed between 1890 and 1920. With the exception of the north side of the park where several larger apartment buildings exist, the neighborhood was constructed primarily with single-family homes. The neighborhood also has several small apartment buildings (less than 10 units). Starting about 1930, many of the larger single-family homes were converted into duplexes and triplexes. As a result, the neighborhood today has a large supply of owner-occupied duplexes.

The commercial areas of the neighborhood were developed along streetcar lines. Although the Powderhorn Park Neighborhood is primarily residential, a few commercial nodes exist along Chicago, Cedar, and Bloomington Avenues South. Also, Lake Street is a major commercial corridor that borders the north side of the neighborhood. Lake Street was a strong commercial corridor from its inception up until the 1960's, after which time, the corridor has seen a lot of disinvestments. However, beginning with NRP Phase I, PPNA and the Powderhorn Neighborhood have focused a considerable amount of reinvestment back toward Lake Street.

At the heart of the community is Powderhorn Park, a large, 65 acre green space with a small lake. The park has been and continues to be a gathering place for both community and citywide events. The park remains a safe and vital resource for the neighborhood and the broader community.

At the time when this Participation Agreement was written, the 2000 Census information was not yet available. Once this information is made available, it will be incorporated into the planning process. The 1990 Census tabulated the population of the neighborhood at 7,864. Income of neighborhood residents was quite varied, however, incomes tended to be weighted more toward the lower and moderate-income households – median income was \$16,323.

Ethnically, the neighborhood is quite diverse. According to the 1990 Census, the ethnic composition of the neighborhood was as follows:

Caucasian	68%
African-American	19%
Native-American	9%
Asian-American	4%

People of color were more strongly represented in the younger age groups (under 24 years of age), a trend that is likely to continue in the 2000 Census. The 1990 Census also reported that 74% of the residential properties are homesteaded and 26% are non-homesteaded, indicating that almost three-quarters of residential properties are owner-occupied.

Major institutions in the neighborhood include Powderhorn Community School, Hennepin-Powderhorn Partners, In the Heart of the Beast Puppet and Mask Theater, Pillsbury House, The City, Inc. and several large churches. In addition to the institutions physically located in the neighborhood, PPNA also works closely with the YWCA, South High School, and many youth programs that serve the south Minneapolis area.

Trends and Changes since Phase I NRP Plan Adoption:

After 2 years of planning and almost 7 years of implementation, Powderhorn is nearing completion of NRP Phase I. PPNA placed a high priority on using NRP as a vehicle to leverage other funds, build collaborations, enhance governmental relations and utilize existing resources. As a result, approximately 35,000 volunteer hours, 5 million dollars in NRP funds and over 36 million dollars in leveraged funds, both public and private, have been invested in completing the plan. Additionally, through the development of over 75 collaborations, PPNA worked to improve not only the Powderhorn Park Neighborhood, but adjacent south Minneapolis as well.

As of the date of this agreement, information about the 2000 Census is not yet available. However, based on general observations, the following conclusions as to the status of the neighborhood can be drawn. Ethnically, we anticipate that the Caucasian population has decreased slightly, the African-American population has increased slightly, and the Asian American and Native-American population has remained about the same. There has likely been an increase in the East African population in the neighborhood. However, the biggest change in ethnic composition is likely to be a significant increase in the Latino Community.

The increase in the Latino Community is directly reflected by the number of Latino businesses that have moved into the neighborhood, particularly near the intersection of Bloomington Avenue South and Lake Street. PPNA, through the NRP Phase I plan, helped finance and develop the Mercado, a Latino shopping center, at this intersection.

In addition to the Mercado, there has been a significant increase in the amount of investment along Lake Street. PPNA, through NRP Phase I plan, has helped finance several business investments in this areas, including but not limited to the Great Lake Center, Café Fusion, Gus Lucky's, Sallies Restaurant, McGusta Restaurant, Third Lair Skate Park, and the YWCA. Even with these changes, additional investment along Lake Street, both commercial and residential, is needed to bring back the vitality of this corridor.

Another significant change in the neighborhood has been the improvements in the park. This includes both physical and programming improvements. With funding from the NRP Phase I plan, significant physical improvements were completed in the park. This included reconfiguring the park building, making it more efficient and a safer place. Also, The park and the neighborhood have developed a great working relationship. Most community events held at the park are now done in collaboration between the Park Board and PPNA.

Youth programming and opportunities have also changed significantly since Phase I. The NRP Phase I plan identified youth programming as a priority for the neighborhood. Although there was not a lot of money set aside for this effort, PPNA took a leadership role in seeking After-School Enrichment funding from the state. Powderhorn Park also became much more active in developing youth programs. Now, the neighborhood, through PPNA, works hand-in-hand with the park on developing and coordinating youth activities. The connection with the community and the school system has also improved. The trend has been that the schools are more willing to work with the community on addressing common needs and concerns.

Finally, the housing situation in the Neighborhood has changed significantly. When the first NRP Plan was completed, housing disinvestments, deterioration, and abandonment was a serious issue. Crime was high and people were not caring for their properties. As the housing stock continued to age, rehabilitation costs and deferred improvement were prohibiting additional investment. This has changed significantly. Housing investment has increased significantly. Values have increased dramatically, home ownership is higher and housing is very much in demand (this is a situation that was not realistically foreseen in NRP Phase I planning). As a result, issues around housing

now are focused on values, how to keep the neighborhood affordable, and how to develop affordable housing.

Overview of PPNA's Proposal:

PPNA is proposing to be the planning and implementing organization for Powderhorn Park Neighborhood's Phase II NRP Plan. PPNA was the planning and implementing organization for NRP Phase I. Also, PPNA remains in good standing as the neighborhood's Citizen Participation Organization.

This proposal is to develop the Powderhorn Park NRP Phase II plan by December 2001. Based on our experience and evaluation of Powderhorn Park's NRP Phase I plan, we anticipate a relatively quick pace in developing the Phase II plan. A major focus of NRP Phase II planning will be Asset Mapping. Asset Mapping is a model of taking inventory of all of the neighborhood's assets and then figuring how to put them together in a more effective way. In essence, figuring out what assets currently exist and how to best utilize them, including matching different assets with others, or providing resources to make them stronger. This is a different way of planning than the traditional, needs-based approach that was used in the neighborhood's NRP Phase I plan.

This document outlines the process and work plan which PPNA plans to employ to complete this plan. The entire Phase II planning process will be overseen by the Powderhorn Park NRP Steering Committee. This Committee is representative of the neighborhood consisting of a variety of different points of view.

NRP Steering Committee

The PPNA Board of Directors has established an NRP Steering Committee to guide the NRP Phase II Planning Process. The Steering Committee is comprised of 20 members appointed by the PPNA Board of Directors. The following parameters have been established for the Steering Committee:

- The Committee shall have co-chairs, one of which shall be the PPNA Board of Director's Chair.
- The Committee will complete the NRP Phase II Plan by December 2001.
- Members of the Committee will be volunteers that live, work or own property in the neighborhood. Working in the neighborhood can include individuals that work with residents in the neighborhood.
- The Committee is an advisory group to the PPNA Board of Directors. All decisions regarding the NRP Phase II plan will need to be approved by the PPNA Board of Directors.
- The Steering Committee shall have at least 2 PPNA Board representatives. The Steering Committee shall make a report, monthly, to the PPNA Board of Directors. The minutes of the Steering Committee will be presented to the PPNA Board as part of their Consent Agenda.
- The Committee is charged with developing and implementing the NRP Phase II Planning Process. The Committee will not develop the plan, but guide the process to get the residents, property owners, and businesses to develop the plan.
- Priority shall be placed on extensive outreach efforts to reach groups and/or individuals not regularly reached through traditional efforts, such as renters, communities of color, lower income households, etc.

Representation on the Committee includes the following groups/communities:

Property Owners	Renters
African-American	Latino
African-Somali	Jewish
Native American	SE Asian
Caucasian	Block Club Leaders
Education	Government
Family	GLBT
Powderhorn Park	Lower Income
Housing	Businesses
Artists	Seniors
Faith Based	

Individuals and organizations representing these constituencies included on the Steering Committee will be asked to assist the Committee and PPNA in developing and implementing outreach strategies and focus groups that reach these communities.

Identifying Issues and Opportunities:

The NRP Steering Committee will use the following method to identify issues and opportunities to be addressed in the NRP Phase II planning process.

Cultural Asset Mapping: Cultural Asset Mapping will be the primary method employed to identify the needs and opportunities in the neighborhood. This technique identifies the cultural assets of the neighborhood and then uses this information to develop a plan to best utilize these assets. By doing so, programs funded through NRP will increase their impact, maximize existing resources and prevent duplication. Resources are also more efficiently used and other matching funding sources are identified with this method. Existing neighborhood based organizations, like the Powderhorn Phillips Cultural Wellness Center, churches, and other organizations will be important in developing this model. Training for this technique will be provided through technical assistance from the Minneapolis Foundation. Training in Cultural Asset Mapping will include at least 50 people and will occur in late March or April 2001. It is the goal of the Steering Committee to have each person trained in Asset Mapping to conduct at least 20 interviews. The Steering Committee will seek a diverse group to participate in the Asset Mapping training. Trained participants will then be responsible for developing the outreach surveys, facilitating focus groups, interviewing people at community events and going door-to-door to meet with residents. People to be trained in asset mapping will include NRP Steering Committee members, active volunteers in the organization, and anyone else interested in working with the community.

Outreach Strategies

Surveying Residents, Property Owners, Businesses and Workers: The NRP Steering Committee will be developing surveys to be completed by neighborhood residents, business owners, workers and property owners. The surveys will be developed in March and April 2001 as part of the Asset Mapping training. The purpose of the survey is to solicit input from area residents as to the priorities and goals for the neighborhood and identify neighborhood assets to be included in the NRP Phase II plan. The surveys will be conducted by volunteers trained in Asset Mapping. The surveying will occur from April to July 2001

The surveys and interviews will be conducted in the following manner:

Block Clubs and Door-to-Door Interviews: Block club leaders will be one group recruited for Asset Mapping training. Block club leaders will help distribute surveys to every household and business in the neighborhood. Block Club leaders will also conduct door-to-door interviews with residents of their blocks. There are now more than 60 active block clubs in the Powderhorn Neighborhood organized through PPNA and CCP/SAFE. They represent all geographic areas and renter/owners mix proportions in the neighborhood.

The goal of this segment of the work plan is make sure that every household and business will have the opportunity to complete the survey. In addition, the goal is to actively solicit responses from residents and businesses by conducting door-to-door interviews on at least 30 blocks. No less than 50% of the residents and businesses on that block will be interviewed. The purpose of the interviews is to gain responses that will be helpful in framing the NRP Phase II work plan, identifying priorities and establishing goals. Specifically, the survey will cover the following areas:

- Identifying Existing Neighborhood Assets
- Identifying Ways to Maximize Existing Assets and Resources
- Resources and Goals for the Neighborhood
- Most Important and Needed Improvements
- Future Plans of Residents/Projected Tenure in the Neighborhood
- Evaluation of Several Important Neighborhood Characteristics
- Level of Satisfaction with Several Services/Resources

Community Events: PPNA holds a variety of Community Events throughout the year. Volunteers trained in Asset Mapping will present surveys at various community events between April and July 2001. By doing this, we will be able increase our outreach. Each event has a different constituency that attends. Having the survey available at a variety of different community events will result in a broader outreach to the community. Events where the survey will be distributed include:

Talk Summit	April 13
Earth Day	April 21
Plant Swap	May 20
Movies in the Park	June 8, July 13
Rummage Sale	June 9
Music in the Park	June 15, July 20
Flea Market	June 23
All Neighborhood Meeting	June 16
4th of July	July 4
National Night Out	Aug 7

Focus Groups: From April through June, 2001, focus groups will be convened around various topics (i.e. groups and/or topics not normally reached through traditional outreach strategies) The purpose of the focus groups will be to encourage participation, both directly with participation in the Asset Mapping interviews and with the overall NRP planning process. Likely focus groups may include:

Older Adults	Renters
African Americans	Native Americans
Asian Americans	Business Owners and Managers
Artist Community	GLBT Community
Social Services Organizations	Faith Based Organizations
Physically Challenged Individuals	Youth
Home Owners	Rental Property Owners

Individuals and organizations representing these constituencies have already been identified and are part of the NRP Steering Committee. These representatives will be asked to assist the Committee and PPNA in convening these focus groups. Also, leaders within each of these communities will be sought for involvement in the NRP planning process.

It should be noted that PPNA, in collaboration with the Education Opportunity Program and Powderhorn Park, has developed a Youth Council called TAG. TAG will be actively involved with gathering youth input into the NRP planning process.

All Neighborhood Meeting: In addition to direct outreach strategies listed above, PPNA will hold four All Neighborhood Meetings that will focus on NRP Planning. All of these meetings will provide a general forum for residents, property owners and businesses of the neighborhood to have input into the NRP process and Phase II plan. The first will be held on February 13, 2001. At this meeting, the evaluation of NRP Phase I plan will be presented and an outline to the NRP Phase II process will be presented. The second event will be held in June (date to be determined). At this meeting, we will provide an all-day forum to gather input. A general forum, as well as topic groups (i.e. Action Committees – discussed later), will generate priorities and goals for the neighborhood. The next meeting will be at PPNA's Annual Meeting, scheduled for September 13, 2001. At this meeting a draft NRP Phase II plan will be presented to the neighborhood. And finally, an All Neighborhood Meeting will be held in November for final plan approval.

Other Strategies: In order to ensure the broadest level of participation, PPNA will provide childcare at all of the NRP planning activities, provide food when practical, and require that all NRP meetings, including Steering Committee meetings, are adequately advertised as open for public participation.

Publicity and Communications

The PPNA Board and NRP Steering Committee recognize the need for extensive communication and publicity about the NRP planning process. In order to ensure that this process is extensively advertised, the following communication efforts will be used:

- The Steering Committee will adopt a timeline in February that will be advertised in the newsletter, community events, and neighborhood-wide meetings. By adopting a time line early in the process, people interested in participating will be able to know when certain activities are planned to occur. Also, the NRP Steering Committee has established a standing meeting date/time to ensure that everyone interested will know when the Committee meets.

- PPNA will be issuing 6 neighborhood-wide newsletters in 2001 (usually 4 issues/year) to inform the residents about the NRP process. The newsletters are distributed to every mailing address in the neighborhood, all businesses and rental property owners. Each issue will update people about the current status of the planning process and of upcoming meetings.
- At the first All Neighborhood Meeting, the timeline for the process will be presented to the neighborhood. Also, notification of the first All Neighborhood Meeting (February 13, 2001) will be completed by mailing a postcard to every mailing address in the neighborhood, business and rental property owner.
- Upcoming meetings will also be included on PPNA's monthly calendar of events, which is mailed to about 200 of the organization's most active volunteers.
- Notices for larger meetings, such as All Neighborhood Gatherings, will be published in the Southside Pride, Lavender, the Spokesman, Insight, Women's Press, and other culturally targeted publications.
- Information about NRP Phase II planning will be available in different languages, such as Spanish and Hmong. Interpreters will also be made available where appropriate (i.e. focus groups) and at larger neighborhood meetings.
- PPNA's existing block club network will also be utilized to get information out concerning the planning process and upcoming meetings.
- Powderhorn Information Network (PIN number) – a 24-hour message line (721-2171) provides residents with information about upcoming events.

Developing Goals, Objectives and Strategies – Action Committees

After the surveying process and other outreach strategies discussed in previous sections are completed, the Steering Committee will take the information gathered and develop 5 – 8 specific priority issues most vital to the long-term health of the neighborhood. An Action Committee or PPNA committee (may be an existing PPNA committee, if applicable) will be formed to:

1. Develop a long-range plan focusing on the assigned issue.
2. Invite affected constituencies to review these plans and offer specific suggestions to increase plan viability.
3. Incorporate the Asset Mapping information to make sure the plan best utilizes existing resources.

These Action Committees will be established by the time of the 2nd All Neighborhood Meeting scheduled for June 2001. To ensure a smooth coordination of this process, at least one Steering Committee member will participate in each Action Committee. It will be our goal to have several Steering Committee members at each Action Committee. However, to ensure as much participation as possible, a Steering Committee member can only participate in one Action Committee. Also, each Action Committee should have diverse representation reflecting the neighborhood.

The time frame for this work shall be from June to August, 2001. The Steering Committee will be responsible for overseeing the activities of the Action Committees during this time.

Writing, Presenting and Approving the Plan

Following the completion of Action Committee plans, the NRP Steering Committee will be responsible for prioritizing plan components and integrating them into a comprehensive, cohesive neighborhood plan. This activity shall begin in August (after the completion of Action Committees) with the goal of having a draft plan available for public comment at the September 13, 2001 All Neighborhood Meeting.

The PPNA staff will assist Action Committees and the NRP Steering Committee in actually writing the plan.

The All Neighborhood Meeting in September will be used to present the draft plan and begin to seek public input into the final plan. This meeting will be advertised through PPNA's neighborhood-wide newsletter and publication in the Southside Pride. In addition to the presentation of the draft plan at the September meeting, the Steering Committee will provide copies of the plan to the various focus groups and other organizations that were involved in the planning process for additional input.

After receiving this input, the Steering Committee will take comments and suggestions and integrate them into the final plan. During the month of October, the Steering Committee will revise the plan. A final plan is expected to be completed and presented to the neighborhood, again at an All Neighborhood Gathering, in November 2001.

The PPNA Board will present the final plan to the NRP Policy Board by January 2002. The PPNA Board of Directors will consider any potential organizational changes for PPNA that would facilitate more efficient implementation of the plan in December 2001 and/or January 2002.

Grievance Procedures/Mediation:

Because of PPNA's desire to include everyone in the NRP planning process, and the realization from time to time persons may have legitimate causes to question the process or one of its components, the following process to address complaints or grievances has been adopted.

If a complaint is brought forward regarding the NRP planning process or a member of the PPNA staff, Board or Steering Committee (as it relates to NRP Phase II planning), the following procedure shall be followed:

1. The person or parties making the complaint shall submit a complaint in writing within 30 days of the event precipitating the complaint. The complaint shall be addressed to the PPNA Executive Director.
2. A meeting with the PPNA Executive Director shall be conducted within 10 days of receipt of the complaint. The Executive Director shall attempt to resolve the complaint.
3. However, if satisfactory resolution is not reached, the complaint will be brought forward to a Mediation Committee comprised of no less than four members of the Steering Committee and 2 members of the PPNA Board of Directors within 30 days of the meeting with the Executive Director. The complainant may bring up to three additional people and/or supportive written material to this meeting. A written report of the Mediation Committee regarding the proposed resolution of the complaint shall be forwarded to the NRP Steering Committee and the PPNA Board of Directors within 30 days of this hearing.
4. The Minneapolis Mediation Project shall mediate complaints not resolved through this process.