

MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM

MCKINLEY

NRP PHASE II

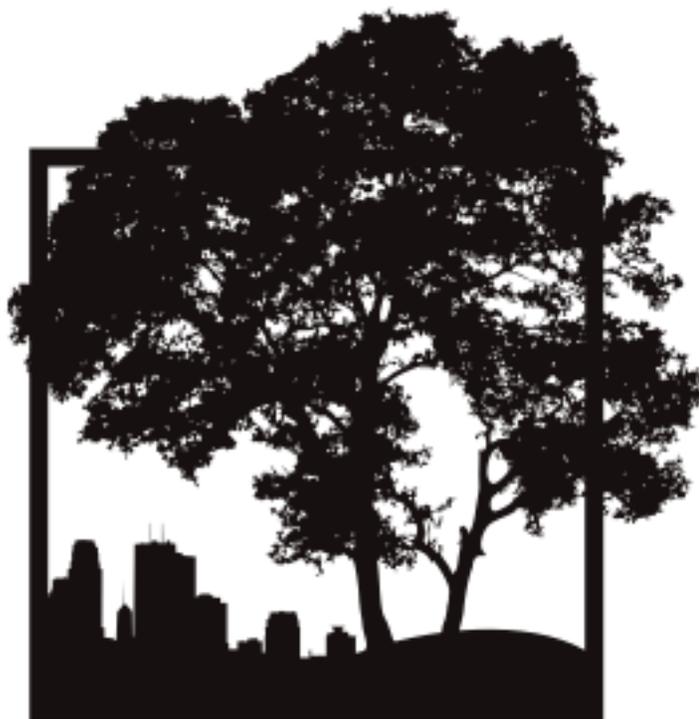
NEIGHBORHOOD ACTION PLAN

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McKINLEY

COMMUNITY

Neighborhood Revitalizing Program (NRP)

Phase II Neighborhood Action Plan

Approved by the McKinley Community Board of Directors on November 15th, 2010
Approved by the McKinley Community residents on December 6th, 2010.

Table of Contents

About the Neighborhood & Mission Statement	3
The Plan and the Process	5
Executive Summary	7
The Phase II Plan-	
Housing & Economic Development	8
Public Relations & Administration	11
Crime & Safety	13
Physical Environment	15
Youth & Family	16

About the Neighborhood

McKinley is one of the seven neighborhoods in the Camden Community in northwest Minneapolis. Our largely residential neighborhood is bound by transit thoroughfare Dowling Avenue North to the north, commercially-oriented Lowry Avenue N to the south, residential Dupont Avenue N to the west and by industry and the Mississippi River on the east. McKinley is a racially and economically diverse community that contains a wealth of early twentieth century bungalow and Tudor-style homes and easy access to downtown Minneapolis.

McKinley enjoys a small neighborhood park called Perkins Hill, the Cityview Community School and the Greater Minneapolis Council of Churches Center for Families as well as a number of places of worship.

The McKinley Community is the incorporated, non-profit neighborhood organization for any person who lives or works within the McKinley neighborhood of Minneapolis. The McKinley Community has been a registered 501(c)(3) since being incorporated in 1994 by neighbors who were concerned about livability issues that were putting strains on the neighborhood. After the neighborhood was incorporated and received its acceptance as a non-profit organization in 1995, the organization began to go through the process of obtaining funds through the Neighborhood Revitalization Program. The neighborhood received NRP "First Step Funds" from 1998 through 2003 as we were beginning to form a Neighborhood Action Plan, as required by NRP. Finally, in 2003 the neighborhood voted to approve the Phase I Action Plan vote with over one hundred households being represented at the meeting. Since that time, we have been operated our organization with NRP as our primary funding source but have leveraged funds through Community Development Block Grants (CDGB) from the City of Minneapolis, fundraising from neighborhood residents and over \$70,000 in grants from McKnight Foundation, NorthWay Community Trust and others.

As of the 2000 census there were 3658 residents in the neighborhood living in 1069 households, 74% of which were owner-occupied. One of the most dynamic features about the neighborhood is the great diversity of our residents. According to the same census, the neighborhood's black residents made up 43% of the population, white residents made up 29%, Asian residents made up 16%, while the remaining 12% broke down into other ethnic groups. It may seem like a challenge to get all of these highly diverse people together, and to be truthful, it can be. However, we realize that the only way we can make a significant impact in our neighborhood is if every single person feels that they have the right to speak their mind and that we are all a part of the solution. That is why once a year, the neighborhood-at-large elects fellow residents and business owners to the neighborhood Board of Directors, which is the governing body of the organization, while the Executive Director runs the daily operations of the organization.

Since the inception of the organization, it has been our goal to make the neighborhood a better place to work, play and live, and this is reflected in our mission statement:

"The McKinley Community is committed to improving the quality of life in our neighborhood. We are dedicated to the empowerment of all McKinley residents and the creation of successful partnerships with local businesses, organizations, and government agencies to effect positive change. We, as a community, will unite to cooperatively resolve our problems, celebrate our successes, and value our diversity."

The organization is dedicated to the stewardship and betterment of McKinley through:

- Expanding community awareness
- Providing a forum for information and communication
- Educating the residents in effective problem solving methods
- Raising issues of common concern which impact our daily lives

We are *the City-recognized citizen participation organization and we work diligently to solve the important livability issues that confront us today. We attempt to bring every resident together in this neighborhood, and we have a proven track record in being able to do that. Despite these points, we realize that we do not live in a vacuum and that if we really are to succeed, we need the help of others partners to either strengthen what we are doing, or to provide services where they are better able to. To carry out this mission and ideal, the organization has concentrated the focus on the areas that are addressed with in the NAP: Housing & Economic Development, Public Relations & Administration, Crime & Safety, Physical Environment and Youth & Family. Although there is five separate focus areas we know how intertwined they all are and will address everything in a holistic manner.*

NRP Planning Stages

NRP Phase I review

During Phase I of the Neighborhood Revitalization Program, McKinley Community and our residents accomplished work outlined in its Phase I action plan, which was finalized in July 2003. NRP funds enabled the McKinley neighborhood to improve its community by supporting projects and technical expertise to residents, who were then able to make decisions appropriate for the betterment of the neighborhood. We implemented a wide range of activities, from helping to build Cityview School, funding improvements to North Regional Library, implementing Minneapolis' first urban CSA and more. One of the most positive developments growing out of Phase I of the project was the increase in networking among residents and other organizations. McKinley Community and our residents developed positive relationships with Minneapolis city officials, other neighborhood associations, organizations investing in and improving North Minneapolis and other entities working to strengthen communities. These networks and partnerships provide a strong foundation for continuing to make the McKinley neighborhood and the greater North Minneapolis region a great place to live, work, learn and play.

NRP Phase II planning and information gathering process

In the summer of 2007, with the assistance of our neighborhood's NRP representative began to think ahead to our Phase II process. We realized that we had already "spent" about seventy percent of our Phase I dollars and smart planning now would save time down the road. In the summer of that year we were approached by the University of Minnesota to bring some students from the Urban Planning department in to help with whatever work needed getting done. At that time staff and Board Directors realized that putting together a neighborhood survey and using the students to do door-knocking activities would be a perfect fit and get some neighborhood work done. So, with the students' help in September and October of 2007, over one hundred and fifty doors were knocked on and fifty-eight completed surveys were collected. While the students were doing this, a paper survey was sent to the one hundred and fifty households on our email list and an electronic version through Survey Monkey was advertised in neighborhood mailings and news bulletins in the Camden Community News. All told almost 200 households completed surveys telling our organization what was both good and need improvement in the neighborhood. This was the beginning of the Phase II process.

The next step was completed the Board approved our Phase II Participation Agreement on May 18th, 2008. Over the next month we recruited through email, mailings and community meetings residents to serve with three Board Directors on the Phase II Steering Committee. The Steering Committee began working in June 2008 and further laid out methods of continued resident input, when, where and how often meetings would be held, and the writing of the Phase I review and Phase II Action Plan. The Steering Committee met eight times with the final meeting being in November 2010. Notices were published in the Camden Community News for months at a time and a flyer went out to every household in our first ever flyering campaign in May 2010 to get even more people out to the meetings. Residents were asked to further contribute through commenting on the neighborhood website and to reply to neighborhood emails regarding the Phase II Action Plan. Public meetings were held in May, two meetings in June, September, and November of 2010 to allow residents plenty of opportunity to craft the ideas into the action plan with dollars attached as the residents saw fit.

The new neighbors and their families who added to the choral quality of this work have made it a true neighborhood event. All these outreach efforts contributed significantly to the development of the Phase II action plan. We look forward to hearing from even more voices as we begin implementing this plan.

Goals, objectives and strategies for NRP Phase II

In reviewing the results from the surveys, community meetings, door knocking and other outreach methods, the NRP Steering Committee concluded that the specific areas of interest to neighborhood residents fall under these categories:

- Housing & Economic Development
- Public Relations & Administration
- Crime & Safety
- Physical Environment
- Youth & Family

Each of our goals fit within the goals developed by the city of Minneapolis, as listed below.

1. A Safe Place to Call Home- People and businesses thrive in a safe and secure city.
2. Economic Vitality- A world-class city and 21st century economic powerhouse.
3. Many People, One Minneapolis- Inclusiveness is a treasured asset; everyone's potential is tapped.
4. Livable Communities, Healthy Lives- Our built and natural environment adds character to our city, enhances our health and enriches our lives.
5. Eco-Focused- Minneapolis is an internationally recognized leader for a healthy environment and sustainable future.
6. A City that Works- Minneapolis is a model of fiscal responsibility, technological innovation and values-based, results-driven municipal government.

Executive Summary

Background

Over the past sixteen years McKinley Community has created and supported programs to benefit our residents. These programs covered have covered a broad range of needs: home improvement loans, providing youth programs, proactively working together to reduce crime, building neighborhood identity and much more. McKinley Community and our residents expect to continue to build on our past successes and improve the community even more during Phase II of our NRP Action Plan.

In reviewing information from neighborhood surveys, community meetings, door knocking and other outreach methods, the NRP Steering Committee charged to develop the Phase II Action Plan concluded that specific areas of interest to neighborhood residents are improving the housing stock, removing blighted properties, reducing crime and making the neighborhood safer, increasing the amount of green space, reducing the amount of litter on our streets, strengthening our youth and their families and cementing the association's future after NRP. Additionally, staff time and support are necessary for effective implementation and administration of the goals, objectives and strategies outlined in this plan.

Housing & Economic Development- Total: \$451,555

Our strategies center on maintaining and improving home conditions for homeowners, increasing homeownership, reducing the number of blighted properties, educating homeowners and potential homeowners on both how to buy a home and how to properly upkeep this large and important investment. Residents also desire jobs and want to find ways to put adults and our youth to work for neighborhood improvement through our urban farm and other partnerships.

Public Relations & Administration- Total: \$50,945

Our residents desire to be informed of neighborhood events and have opportunities to learn more about each other and local businesses, including at home businesses. In addition, a staffed office that can carry out the Action Plan, write grants, answer residents' questions and solve problems within the neighborhood is a strength our residents' wish to build upon.

Crime & Safety- Total: \$30,000

Crime and safety continue to be a priority for McKinley residents and our organization and residents are both committed to the goal of decreasing crime in McKinley. To achieve this goal, the organization plans to strengthen the neighborhood's relationship with the Minneapolis Police Department, to address speeding and other traffic issues and to get rid of the litter on our streets.

Physical Environment- Total: \$30,000

To address environmental concerns, our residents want to maintain and sustain McKinley's natural environment and urban landscape and increase our amount of green space. We are also fully committed to continue work in enhancing the Upper Mississippi River and make it more accessible to McKinley residents.

Youth & Family- Total: \$18,000

One of our greatest strengths as a neighborhood is the number of households with children in them and our residents want activities and partnerships that give youth and their families the outlets for strengthening these bonds. Supporting family activities, youth sporting programs, child care training and summer camps are the things our residents of all ages desire.

Housing & Economic Development

Goal A: Improve Quality of Housing Stock.

Rationale: The residents of McKinley neighborhood and the organization must create and support initiatives designed to improve and support neighborhood housing stock.

City goal:

- Livable Communities, Healthy Lives- Our built and natural environment adds character to our city, enhances our health and enriches our lives.

Objective 1: Increase investment in home improvement.

Strategy 1: Continue and expand the home improvement loan program.

How: Residents want and need access to low interest loans to continue needed and sometimes overdue upkeep and repair to their homes. Our current program with Center for Energy and Environment (CEE) has been popular and effective in meeting these needs.

Funding: \$189,000

Timeline: Ongoing

Partners: McKinley Community; neighborhood homeowners; Center for Energy and Environment (CEE)

Contract manager: Development Finance Division (DFD)

Strategy 2: Continue the emergency assistance program for home repairs.

How: There are times when revolving loans are not feasible due to bad credit, higher loan to value ratios, family situation changes and various other reasons. The organization implemented an emergency assistance program directly linked with the revolving home loan program housed with CEE to meet these needs and we plan for this program to continue.

Funding: \$60,000

Timeline: Ongoing

Partners: McKinley Community; neighborhood homeowners; Center for Energy and Environment (CEE)

Contract manager: DFD

Objective 2: Remove or renovate blighted properties.

Strategy 1: Continue a fund for the purpose of demolition, renovation and/or acquisition of blighted properties.

How: One of our residents' greatest concerns is the high number of boarded properties in the neighborhood; it was a concern during Phase I and continues today. The organization responded with a program to partner with private and public groups who could acquire the boarded and neglected properties and then either renovate the properties, thereby maintaining the quality of housing stock or demolish the property for future development.

Funding: \$55,000

Timeline: Ongoing

Partners: McKinley Community; City of Minneapolis CPED; Greater Metropolitan Housing Corporation (GMHC); more public and private developers
Contract manager: CPED

Goal B: Re-establish and strengthen home buying and homeownership.

Rationale: Homeownership in the McKinley neighborhood has fallen over the last ten years to levels of alarm for a neighborhood of single-family homes. To reverse this trend, residents wish to see programs and partnerships with housing groups and organizations to increase homeownership levels within the neighborhood. Residents also desire more opportunities for education and training on home upkeep.

City goal:

- Livable Communities, Healthy Lives- Our built and natural environment adds character to our city, enhances our health and enriches our lives.

Objective 1: Support initiatives that increase homeownership and help homeowners keep their homes.

Strategy 1: Continue assistance program for homebuyers.

How: The organization began a program in partnership with the Housing Resource Center of GMHC to increase homeownership in the neighborhood. The current program has provided with forgivable loans of \$4000 to over twenty new McKinley homeowners.

Funding: \$48,000

Timeline: Ongoing

Partners: McKinley Community; GMHC; Family Housing Fund; Habitat for Humanity; other partners

Contract manager: DFD

Strategy 2: Offer both homebuyers education for new homebuyers and upkeep and repair training for all homeowners.

How: Work with housing providers to ensure that new buyers are ready for the responsibilities of homeownership and that new and long-time homeowners have the knowledge and skills needed to prevent their homes from deteriorating.

Funding: \$20,000

Timeline: Ongoing

Partners: McKinley Community; Real Estate Agents; Northside Neighborhood Housing Services (NHS); Habitat for Humanity; other partners

Contract manager: DFD

Goal C: Reduce overall unemployment in the neighborhood for youth and adults.

Rationale: The neighborhood survey showed a lack of employment opportunities within the boundaries of McKinley, and the greater North Minneapolis region, is a hindrance to stability and sustainability of the neighborhood. A lower unemployment rate will help to reduce crime, raise homeownership levels and strengthen families. We seek to create and partner with groups that will

strengthen employment opportunities.

City goal:

- Economic Vitality- A world-class city and 21st century economic powerhouse.
- Eco-Focused- Minneapolis is an internationally recognized leader for a healthy environment and sustainable future.

Objective 1: Enhance job opportunities for youth and adults.

Strategy 1: Develop program or partnerships that employ residents and create visible improvements in McKinley.

How: There is a lot of work to be done in McKinley as well as other North Minneapolis neighborhoods. The organization will seek partnerships to get adults and youth into jobs that can help both them and the community improve our future.

Funding: \$39,555

Timeline: Spring 2011

Partners: McKinley Community; Emerge Streetwerks; Goodwill/Easter Seals; Hennepin County; Neighborhood Improvement Program (NIP); others

Contract Manager: Hennepin County

Strategy 2: Continue the McKinley Community Community Supported Agriculture (CSA) putting adults and youth to work.

How: In 2010 our residents and organization rallied to the call of urban farming as a way to get residents engaged, add to our level of food security, reduce green house gases and beautify green space. In our inaugural year we provided weekly shares of vegetables to seven households that paid for this service. The work was done by volunteers and supporters but we will hire people as we grow in size and funding has been partially provided by the McKnight Foundation and revenues produced from the sale of shares. The McKinley Community CSA will grow in future years to put people to work at living wages, reduce food insecurity levels and be an engine for further revenue sources to aid neighborhood development.

Funding: \$40,000

Timeline: Ongoing

Partners: McKinley Community; City of Minneapolis; NorthPoint Health Services; McKnight Foundation; Land Stewardship Project; other partners

Contract Manager: Hennepin County

Public Relations & Administration

Goal A: Increase Neighborhood Participation.

Rationale: An active, informed and engaged resident base is vital for neighborhood improvement. The organization will provide effective communication to ensure residents are active, engaged and informed.

City goal:

- Many People, One Minneapolis- Inclusiveness is a treasured asset; everyone's potential is tapped.

Objective 1: Provide Information for Neighborhood Participation & Engagement.

Strategy 1: Develop a neighborhood business directory.

How: The organization and residents will work to enhance the small and at home business climate to enhance economic opportunities and bring people together in McKinley. Partnering with other business groups is also a way to increase the reach of resident businesses.

Funding: \$1,000

Timeline: Summer 2011

Partners: McKinley Community; Northwest Minneapolis Business Association; neighborhood businesses and other partners

Contract Manager: DFD or CPED

Strategy 2: Continue to provide semi-annual mailings to all addresses regarding special events and news items.

How: Residents desire to be well informed of news, events and issues that affect their lives and the organization will provide this information to residents in cost effective ways.

Funding: \$4,000

Timeline: Ongoing

Partners: McKinley Community; local printers and publishers

Contract Manager: NRP

Strategy 3: Continue to provide monthly notice to all households regarding neighborhood news and events.

How: Residents desire to be well informed of news, events and issues that affect their lives and the organization will provide this information to residents in cost effective ways.

Funding: \$4,500

Timeline: Ongoing

Partners: McKinley Community; NorthNews; Camden Community News; local printers

Contract Manager: NRP

Strategy 4: Develop neighborhood events that bring residents together.

How: As the organizations mission statement says, "...(we will) *celebrate our successes...*" Residents want opportunities to meet each other face to face and celebrate good things in our neighborhood.

Funding: \$5,000

Timeline: Spring 2011

Partners: McKinley Community; residents and other neighborhood partners

Contract manager: NRP

Goal B: Implement Neighborhood Programs, Support and Services.

Rationale: To increase engagement, organizational effectiveness and effective partnerships it is important to continue to staff the organization. Staff will also develop and implement plans to secure other funding sources to sustain programming.

City goal:

- A City that Works- Minneapolis is a model of fiscal responsibility, technological innovation and values-based, results-driven municipal government.

Objective 1: Provide Administrative Support.

Strategy 1: Provide staff and other technical services to implement the NAP and other programs and projects and to increase volunteer opportunities.

How: Maintain steady employment of the McKinley office staff to ensure proper implementation of the plan. Develop grant-writing plan to increase funding for neighborhood programming and outreach.

Funding: \$22,000

Timeline: Spring 2011

Partners: McKinley Community

Contract Manager: NRP

Strategy 2: Support volunteers and staff in the NAP Phase II planning and implementation.

How: Maintain steady employment of the McKinley office staff to ensure proper implementation of the plan.

Funding: \$14,445 (already accessed for Phase II development)

Timeline: Spring 2008- Ongoing

Partners: McKinley Community

Contract manager: NRP

Crime & Safety

Goal A: Make McKinley neighborhood safer for all people.

Rationale: Residents desire a safe, clean and livable neighborhood. The strategies within the goal seek to create and enhance partnerships with the City and other organization to make these desires a reality.

City goal:

- A Safe Place to Call Home- People and businesses thrive in a safe and secure city.

Objective 1: Partner with various City departments and other organizations to make the neighborhood safer and reduce crime.

Strategy 1: Continue and expand the speed bump and speed hump funding program.

How: The organization and residents will work with the Public Works Department to reduce the speeding traffic on neighborhood streets and alleyways to enhance the safety of all residents.

Funding: \$15,000

Timeline: Ongoing

Partners: McKinley Community; City of Minneapolis Public Works; Hennepin County

Contract Manager: Department of Public Works

Strategy 2: Expand the participation of the "Adopt-a-Spot" program and increase number of trashcans in the neighborhood.

How: One of residents greatest concerns is the amount of trash on neighborhood streets. The organization and residents will work with the Solid Waste Department to increase the number of trashcans in the neighborhood and actively promote the "Adopt-a-Spot" program within the City structure. This funding can help to pay for more trashcans on our streets, volunteers to help empty them and other necessary equipment to make our streets cleaner.

Funding: \$5,000

Timeline: Spring 2011 and ongoing

Partners: McKinley Community; City of Minneapolis Solid Waste; residents and business owners

Contract manager: Public Works

Strategy 3: Continue the support of Minneapolis Police Department (MPD) bike officers patrolling the neighborhood streets on bikes in the summer months.

How: In 2008 residents wanted a way to get more patrols from MPD on the neighborhood streets to increase interactions with residents. Officer patrolled the neighborhood two days a week in four hour blocks from Memorial Day through Labor Day. This strategy will continue that program.

Funding: \$10,000

Timeline: Ongoing

Partners: McKinley Community; Minneapolis Police Department; Minneapolis Public Schools; other Camden neighborhoods; other partners

Contract Manager: MPD

Strategy 4: Partner with Minneapolis Police Department and other Camden neighborhoods to ensure

increased patrols by MPD enhance the safety of residents.

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

Funding: \$9,749.68 (COPSIRF)

Timeline: Completed in 2004

Partners: Minneapolis Police Department, Business owners, other Camden Neighborhoods

Contract Manager: MPD

Physical Environment

Goal A: Increase neighborhood green space.

Rationale: With the high number of properties that have been demolished in the neighborhood residents will form partnerships and coalitions to beautify vacant lands.

City goal:

- Livable Communities, Healthy Lives- Our built and natural environment adds character to our city, enhances our health and enriches our lives.
- Eco-Focused- Minneapolis is an internationally recognized leader for a healthy environment and sustainable future.

Objective 1: Create more green space for all residents to enjoy and appreciate.

Strategy 1: Revitalize empty lots to create active green space.

How: Through partnerships and effective volunteer support residents and the organization will ensure that the abundance of vacant land in the neighborhood is beautified and cared for in a cost effective manner.

Funding: \$25,000

Timeline: Spring 2011

Partners: McKinley Community; City of Minneapolis; Hennepin County; other partners

Contract manager: CPED or DFD

Goal B: Participate in redevelopment of the Upper Mississippi River.

Rationale: The Upper Mississippi River is a vital asset in the neighborhood and residents want more access to the river with non-motorized options.

City goal:

- Livable Communities, Healthy Lives- Our built and natural environment adds character to our city, enhances our health and enriches our lives.
- Eco-Focused- Minneapolis is an internationally recognized leader for a healthy environment and sustainable future.

Objective 1: Establish partnerships and funding to ensure better and healthier access to the river.

Strategy 1: Support the creation of biking and walking trails from the neighborhood to the river.

How: Partner with the City of Minneapolis, Hennepin County and the Minneapolis Park Board in increasing non-motorized access to the Mississippi River.

Funding: \$5,000

Timeline: Ongoing

Partners: McKinley Community; City of Minneapolis; Minneapolis Park Board; Hennepin County; Upper Mississippi Riverfront Corporation; Above the Falls Citizens Advisory Committee; other neighborhoods that border the river

Contract manager: Minneapolis Park Board

Youth & Family

Goal A: Support strong and healthy families.

Rationale: Strong partnerships and engagement with families and youth in the neighborhood are vital to the improvement of the McKinley neighborhood. Opportunities for partnerships to keep youth active and engaged with other youth and their families are currently lacking. The strategies in this goal seek to build on active partnerships and form new ones to ensure strong McKinley families.

City goal:

- A Safe Place to Call Home- People and businesses thrive in a safe and secure city.
- Economic Vitality- A world-class city and 21st century economic powerhouse.
- Many People, One Minneapolis- Inclusiveness is a treasured asset; everyone's potential is tapped.

Objective 1: Provide structured opportunities for youth and their families.

Strategy 1: Establish a family movie night in a safe environment and other youth and family events in the neighborhood.

How: Partner with the Center for Families, Cityview School, Beacons and others to plan free movie nights and other events in the neighborhood.

Funding: \$2,000

Timeline: Summer 2011

Partners: McKinley Community; Beacons; NIP; Cityview School; other partners

Contract manager: Hennepin County or DFD

Strategy 2: Establish or partner with organizations supporting youth sports.

How: Minneapolis Parks, Public Schools and the Police Activities League (PAL) have programs for youth athletics in place but opportunities and outreach sometimes falls flat. We will partner with these groups and others to ensure greater access to all McKinley youth.

Funding: \$1,000

Timeline: Spring 2011

Partners: McKinley Community; Minneapolis Public Schools; Minneapolis Park & Recreation; Police Activities League (PAL); other partners

Contract manager: Hennepin County or Minneapolis Park & Recreation

Strategy 3: Partner with other organizations to run or support youth summer camps.

How: Minneapolis Parks, Minneapolis Public Schools and the Police Activities League (PAL) have programs for youth summer camps in place but opportunities and outreach sometimes falls flat. We will partner with these groups and others to ensure greater access to all McKinley youth.

Funding: \$10,000

Timeline: Summer 2011

Partners: McKinley Community; YMCA; Beacons; NIP; Crime Prevention Internship Program; PAL; other partners

Contract manager: Hennepin County or Minneapolis Parks

Strategy 4: Create or partner with other organizations in a teenage baby care and parents program.
How: The American Red Cross and other organizations have classes for teens regarding the care of infants and very young children. We will develop partnerships that will provide McKinley teen's access to these classes.

Funding: \$5,000

Timeline: Summer 2011

Partners: McKinley Community; American Red Cross; other partners

Contract manager: Hennepin County