

MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM

POWDERHORN PARK

NRP PHASE II

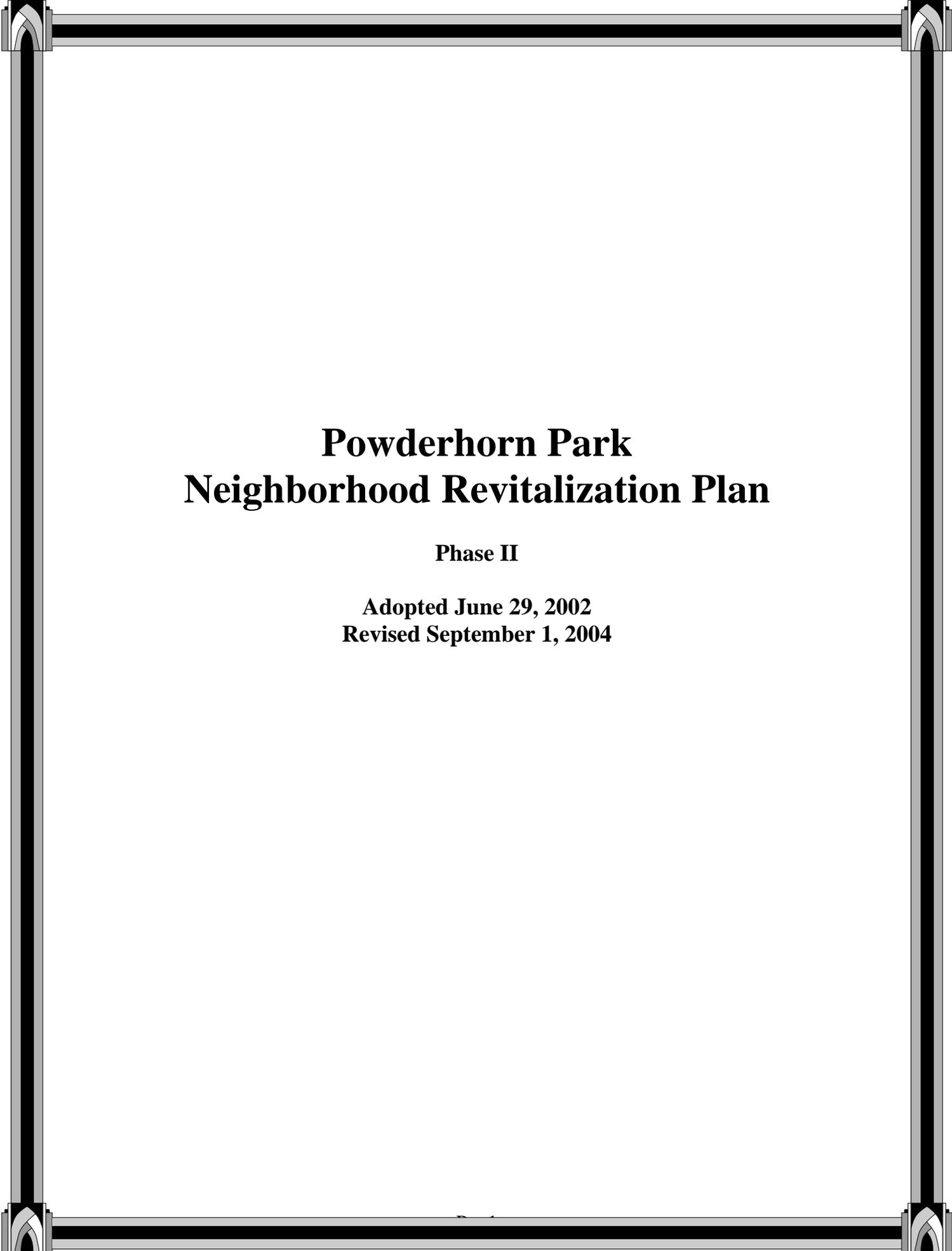
NEIGHBORHOOD ACTION PLAN

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Powderhorn Park Neighborhood Revitalization Plan

Phase II

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

NRP Phase II TABLE OF CONTENTS

Background Information

- Introduction to the Plan pg. 3
- NRP Planning Process pg. 4
- Neighborhood Description pg. 7
- Funding Allocation pg. 9

Action Plan Components

- Affordable Housing pg. 10
- Housing Improvement pg. 14
- Culture and Community Building pg. 17
- Economic Development pg. 21
- Park pg. 25
- Youth pg. 29
- Arts pg. 32
- Transportation and Traffic Calming pg. 34
- Implementation pg. 36

Attachments

- NRP Participation Agreement pg. 37

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	<u>\$687,638</u>	<u>\$9,408,230</u>

*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 activities.

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 2: 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 and 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 and 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 and 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 and 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 and 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 and 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.