

**MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM**

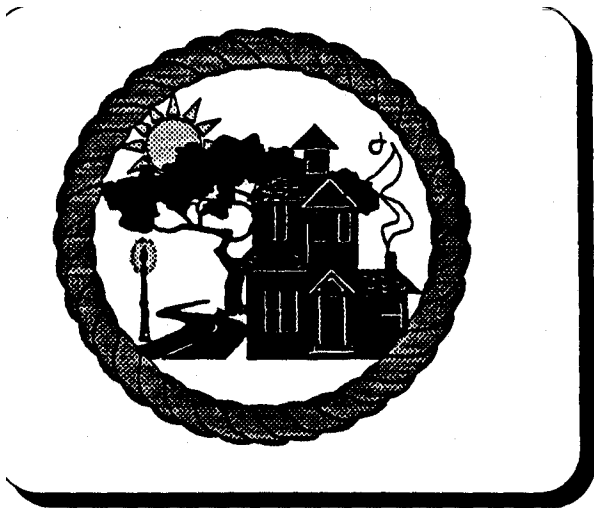
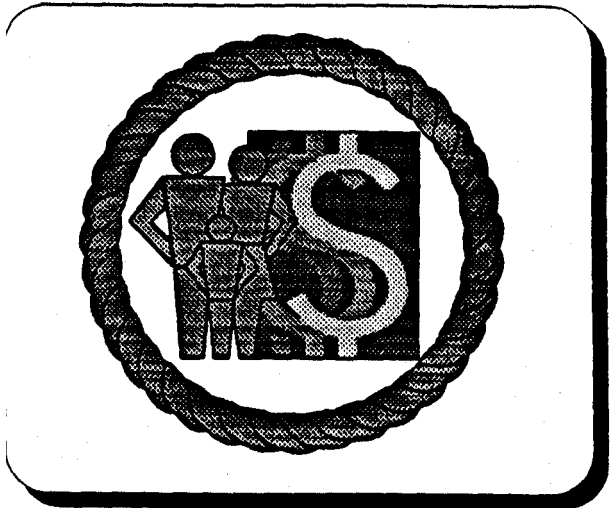
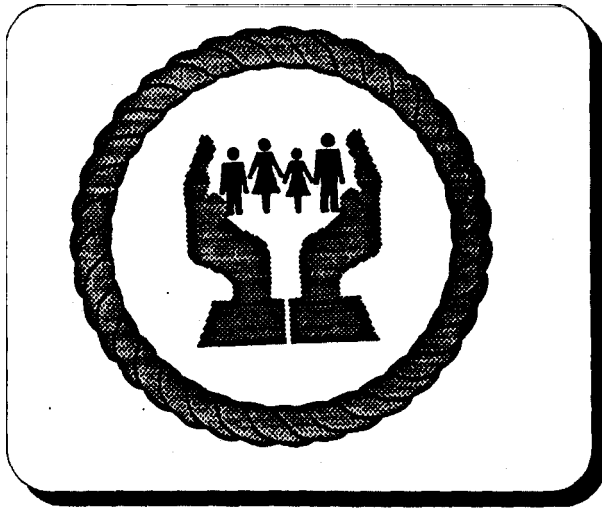
**CENTRAL  
NEIGHBORHOOD  
ACTION PLAN**

**Date Adopted by the Policy Board: October 2, 1995**

**Date Adopted by the City Council: October 27, 1995**

**Document Number: 95-321M**

# Central Neighborhood Action Plan



OCTOBER 2, 1995  
Amended

## TABLE OF CONTENTS

	Page
COMMUNITY BUILDING	1
BUSINESS DEVELOPMENT	21
HOUSING & CITY SERVICES	46
YOUTH & FAMILY	72
FUNDING SUMMARIES	

---

# COMMUNITY BUILDING PLAN

---

CENTRAL NEIGHBORHOOD ACTION PLAN

October 1995

The CNIA Community Building Committee was formed in the Fall of 1994 during the Neighborhood Revitalization process. CNIA had a Crime Committee and a proposal to create a Block Club Development Committee. At the July 1994 community NRP meetings the Block Club Development idea was expanded to a Community Development Committee. This change affirmed a broader approach as not everyone would become involved in block clubs, but everyone does have an impact on the community. The Crime Committee also changed focus and became the Safety Committee. Believing there to be a strong correlation between the strength of the people of a community and the level of safety in the community, the two committees were merged and became the Community Building Committee.

The Committee philosophy has grown from one of fear and anger to understanding, compassion and most importantly preventive strategies.

The Community Building Committee believes that to fully benefit from the NRP the people of the community must be ignited by the process, but not become dependent upon NRP or other institutions impacting our neighborhood. To avoid dependence, the individuals, families and youth of this neighborhood must become our major resource for community development. The people must be the power that drives and sustains the process as a community cannot be built for anyone, only by them.

We acknowledge that this will not happen by chance and that we must be intentional in our efforts. We must learn from others while creating our own unique community, built upon the contributions and creativity we possess. Ours is a

diverse neighborhood and we want to affirm our diversity and individuality while striving for unity and community. We must focus on our commonalities, rather than on our differences. We must commit ourselves to relationship, interdependence, sincerity and sensitivity, being willing to sacrifice in order to empower the broader community.

Rather than focusing on the problem areas around us, it is our intent to focus on ourselves as the key to solving problems. By initiating a process of social, cultural and community empowerment we will move to a more self-sufficient, responsible and nurturing culture in the community. The numerous areas of need - housing, safety, economic development, youth and family development will be easier to deal with as the community can take ownership of these problems and be positively motivated to see them taken care of.

"The tools of communication are the tools of community-making and the tools of community-making are the tools of peace making," says Scott Peck, *The Different Drum: Community Making and Peace*. We, as a committee, intend to utilize the tools of communication in numerous ways to facilitate our community building process.

Irrespective of a person's background or past history of deviance, we believe everyone is capable of *functioning* at higher levels of common sense, well-being and positive motivation. We need the contributions, stories, insights, ideas and presence of all of us to move from a five year linear process with a beginning and an end to that of an ongoing, dynamic cycle of reflection and action. This cycle must be continually fueled by positive motivation, common sense and community in order to roll us into the next century and beyond.

# GOAL

Create a sense of community  
where people feel welcome,  
connected, safe and proud to live.

## **OBJECTIVE A.**

Foster communication, understanding, cooperation and connections to create more positive relationships between neighbors and the many cultures within our neighborhood.

**STRATEGY A1.**

**Publish and distribute the Community Word on a regular basis.**

**Implementation**

CNIA will utilize NRP funds to publish and distribute the Community Word.

*NRP* will manage the contract.

**Resources**

Total cost is estimated at \$36,000; \$9000 per year for 4 years. Distribution is estimated at 12 issues per year with 3500 pieces per issue. Cost per piece is estimated at @ \$.215.

CAA will provide staff and organizational support to 1) work cooperatively with an existing neighborhood organization to purchase video and editing equipment, 2) help design and implement the program, and 3) seek the participation of Minneapolis Telecommunications Network (MTN) in the design and implementation of the program

<b>Year</b>	<b>NRP Funds</b>	<b>Other</b>
<u>1995</u>	<b>\$9,000</b>	
<b>1996</b>	<b>\$9,000</b>	
<b>1997</b>	<b>\$9,000</b>	
<b>1998</b>	<b><u>\$9,000</u></b>	
<b>Total</b>	<b>\$36,000</b>	

**NRP Statute:** Administrative

**STRATEGY A2.**

**Facilitate the utilization of video technology as a communication device among neighborhood residents, young and old, to show and develop their stories.**

Central neighborhood's story and unique history will be promoted through the implementation of this strategy.

The neighborhood has a large active elderly population with a story to tell. Our youth can learn important stories, valuable communication skills and gain technical video skills.

**Implementation**

CNIA will provide staff and organizational support to 1) work cooperatively with an existing neighborhood organization to purchase video and editing equipment, 2) help design and implement the program, and 3) seek the participation of Minneapolis Telecommunications Network (MTN) in the design and implementation of the program

**Resources**

To be determined

**NRP Statute:** Administrative

**STRATEGY A3.**

**Start a neighborhood Welcome Wagon and develop appropriate materials including a resource directory, information on CNIA, etc. Operate the program through the block clubs, using residents to make the Welcome Wagon contacts.**

Here is where the initial starting point for building community on a block level begins. Within Central twenty-five percent (25%) of the households are occupied less than 6 months. We believe that by improving the quality of homes and by welcoming new residents we will foster longevity.

A directory will be printed and block leaders will handout packets and make the initial welcoming. The packet could include the blocks vision statement, names and phone numbers of the block members, elected officials numbers, agency numbers, coupons from local businesses, description of the CNIA committees and meeting times, and other useful information for new residents.

**Implementation**

CNIA will provide staff and organizational support to 1) prepare the welcoming packets, and 2) help organize the block leaders involvement.

*NRP* will manage the contract

**Resources**

Total estimated costs \$9000; \$5,000 1<sup>st</sup> year and \$1,000 per year for years 2, 3, 4, and 5. The 1<sup>st</sup> year's costs are greater to

accommodate distribution to existing community members in addition to new residents.

Year	NRP funds	Other
1995	\$5,000	
1996	\$1,000	
1997	\$1,000	
1998	\$1,000	
1999	\$1,000	
Total	\$9,000	

**NRP Statute:** Administrative

**STRATEGY A4.**

**Hire staff to help organize all blocks making sure that organizing efforts are inclusive, open and representative; and conduct an assessment to identify barriers to community involvement of nonEnglish speaking residents and take steps to facilitate their involvement in neighborhood activities.**

A block club organizer is crucial for developing new leadership, providing communication and giving additional support on a continual basis.

And, with a large group of non-english speaking residents living in Central, we need to identify ways to welcome them to our block clubs and to our neighborhood association. The assessment process at this time is undefined to provide flexibility as the need fits - it could include hiring someone part-time, consultant services, interpreters as needed, stipends for focus groups, etc.

The block club organizer will also provide staff support to following community building activities:



- (a) communications through the Community Word, video technology, and the Welcome Wagon,
- (b) Block Incentive Fund program,
- (c) community education programs on conflict resolution and Health Realization,
- (d) promoting the Mpls Initiative Against Racism principles,
- (e) neighborhood-based schools information,
- (f) Arts Commissions' Neighborhood Presenter's program,
- (g) recruit volunteers through annual festivals and cultural festivals,
- (h) improve working relationships with neighborhood institutions and agencies, Police, Schools, Parks, Library, CCP/SAFE, business community, and media.
- (i) eliminating prostitution,
- (j) establishment of a Curfew and Attendance Center, and
- (k) Organizing a "full street" campaign.

\$42,000 has been approved as an "early access" request.

The remaining \$100,000 of NRP Funds is targeted to support the non-English speaking assessment and organizing component of this strategy. The base amount for the 1st year is \$30,000 with annual reductions.

Other	NRP Funds	Other
1995	\$65,000	
1996	\$65,000	
1997	\$58,350	
1998	\$36,650	
1999	\$33,000	
<hr/>		
Total	\$258,000	

**NRP Statute:** Administrative

## STRATEGY A5.

**Utilize CCP/SAFE block grant program as a model to provide an incentive fund to organize new clubs and motivate existing groups.**

Working through Community Crime Prevention/SAFE, a special block club fund will be designed and implemented to help new and existing clubs. The program will bring neighbors and blocks together to plan a community building project on their specific block that will involve people, young and old.

CCP/SAFE has conducted a block club grant program for several years. In order to reduce administrative duplication, CNIA and CCP/SAFE will explore incorporating the Central Block Incentive Fund into the CCP/SAFE grant making process.

### Implementation

CNIA will utilize NRP Funds to 1) hire staff for block club organizing and to support other community building activities, and 2) conduct the non-English speaking residents assessment.

### Resources

Total cost \$288,000 over 5 year. \$180,000 of this total is for the personnel and administrative costs supporting the block club organizing and the other community building activities. The 1st year base amount is \$35,000 and increases 5% for years 2 and 3. In year 4 the amount is reduced by 5% and in year 5 by 10%.

**Implementation**

CNIA will provide staff and organizational support to 1) work with CCP/SAFE on the Incentive Fund criteria and process, 2) market the program, 3) assist block clubs with applications and projects, and 4) administer the program. and the necessary contracts.

**CCP/SAFE** will work with CNIA on criteria and process.

**NRP** will manage the contract.

**Resources**

The \$24,000 of NRP Funds has been approved as an *early access* request.

Year	NRP funds	Other
1995	<u>\$24,000</u>	
Total	\$24,000	

**NRP Statute:** Administrative

**STRATEGY A6.**

**Support a Neighbor to Neighbor program that would help create a non-violent culture in the neighborhood and help block clubs resolve non-violent, chronic problems or conflicts.**

This strategy recognizes the need to provide conflict resolution training on a grassroots basis to neighborhood residents who will then be on call to CNIA to help resolve disputes between neighbors, tenants, and youth.

Working through Minneapolis Community Education, a training program will be conducted utilizing Walker Church's Neighbor to Neighbor program.

The goal of the program for the 1st year will be to 1) train up to 25 community members as mediators and 2) provide trainings for the general public around topical issues. Years 2, 3, and 4 will focus on providing trainings on topical issues and to support the work of the mediators in the community.

**Implementation**

**Community Education** will work with CNIA and Walker Church to 1) design and implement the trainings, and 2) manage the necessary contracts.

**Walker Church** will contract with Community Education to conduct the training program.

Resources

**Resources**

Total estimated costs is \$20,000 over 4 years. NRP Funds will be used for outreach, trainers, and support costs for the mediators.

Year	NRP funds	Other
1996	\$9,000	
1997	\$6,000	
1998	\$3,500	
1999	<u>\$1,500</u>	
Total	\$20,000	

**NRP Statute:** Education

## STRATEGY A7.

**Create a fund for specialized educational and training opportunities essential to help individuals and families meet the challenges to community living such as Health Realization, a successful program currently operating in North Mpls.**

Believing the people of the neighborhood to be our greatest resource for building community and safety in Central, it is imperative that we directly invest some of our resources on the people themselves. Internal resiliency is important and necessary for community-building and community empowerment to cope with and confront the numerous challenges of everyday life, whether related to home, work, community or some other aspect of life.

Unfortunately, the strongest internal emotion felt by many people is fear. The power of fear cannot be denied as it has been the negative motivation behind numerous decisions which have directly impacted the quality of life in Central, through action or inaction. To empower the community we must confront fear and other negative motivations and replace them with ever present tools for positive motivation and well-being.

Health Realization is an existing training program which is already successfully going on in the City of Minneapolis with diverse populations of people: community residents, youth, police and other assorted organizations. This training, Health Realization, focuses on resiliency in a simple yet comprehensive way to provide people with ever present tools at their disposal, regardless of what's going on around them. This approach builds on the commonalities in people and helps decrease conflict through increased understanding of differences and how to deal with differences.

Currently, Health Realization trainings are being conducted through youth organizations. including Two or More, Professional Sports Linkage and the Glenwood-Lyndale Community Center. Governmental programs which have received some training in Health Realization include. CCP/SAFE. Juvenile Diversion Project and Park and Recreation. With the variety of organizations using Health Realization, now is the time to focus training in the Central Neighborhood to empower the people in their own lives, and that of their community.

Minneapolis Community Education will work with CNIA to design a pilot program for the 1 st year. The pilot program will offer a series of training sessions. Each session will be designed for a target audience and will be held over several weeks. The different audiences could include: key leaders; agency staff, church personnel; governmental staff; and community residents.

The pilot program will be evaluated to determine the scope of the trainings to occur in the following years.

### Implementation

**CNIA** will provide staff and organizational support to 1) help design the program, and 2) recruit participation from the target groups.

**Community Education** will 1) work with CNIA on program design and implementation, and 2) manage the necessary contracts.

### Resources

\$40,000 of NRP Funds will be used over 3 years to support the training program. Training sessions are estimated to costs \$65 to \$80 per person depending on the the number of people attending a session. Additional costs will include: outreach, followup meetings, print materials, fees for other professionals and speakers, tape and library materials.

Year	NRP funds	Other
1996	\$20,000	
1997	\$10,000	
1998	\$10,000	
1999		
Total	\$40,000	

**NRP Statute:** Education

**STRATEGY A8.**

**CNIA officially adopt the 10 principles established by the Minneapolis Initiative Against Racism and decide how to institute and change practices and policies so that they are consistent with the principles.**

**Implementation**

CNIA will conduct their business consistent with these 10 principles.

**Resources**

CNIA staff and organizational resources are identified in Strategy A4. Changes will be implemented beginning in 1996.

**NRP Statute:** Administrative

**STRATEGY A9.**

**Promote the 10 principles established by the Minneapolis Initiative Against Racism through the block clubs.**

**Implementation**

CNIA will provide staff and organizational support to 1) promote the principles on a block by block basis, and 2) ask individuals to commit themselves to conducting their own actions and business with these 10 principles in mind.

**Resources**

CNIA staff and organizational resources are identified in Strategy A4.

**NRP Statute:** Administrative

**STRATEGY A10.**

**Support the ongoing effort to return to neighborhood-based schools as an opportunity to build community.**

**Implementation**

CNIA will provide staff and organizational support to provide information to the community.

**Resources**

Resources identified in *Strategy A4*.

**NRP Statute:** Administrative

**STRATEGY A11.**

**Support the purchase and operating costs of a van to provide transportation for seniors.**

\$40,000 from Hennepin County's NRP Funds will be used to purchase a van to help address the transportation needs at the Sabathani Senior Center.

The van's projected usage for one year is approximately: 2500 service hours; 28,000 miles; and 13,000 passengers.

**Implementation**

*Hennepin County* will provide County NRP Funds for the purchase of the van and assist with operating costs.

*Sabathani Senior Center* will utilize the van for senior activities and help support the operating costs.

**Resources**

\$40,000 of Hennepin County NRP Funds are being requested to purchase the van. The labor and non-labor operating costs are estimated to begin at \$32,175 per year which includes depreciation. Hennepin County will cover the non-labor costs and Sabathani Senior Center will be responsible for the labor costs.

<b>Year</b>	<b>NRP Funds</b>	<b>Other</b>
1995	\$40,000	\$32,175
1996		\$32,175
1997		\$32,175
1998		\$32,175
<u>1999</u>		<u>\$32,175</u>
Total	\$40,000	\$160,875

NRP Statute: Social Services

## **OBJECTIVE B.**

Recognize the importance of, and need for, the arts and culture in our lives; to significantly contribute ideas, talent, and support to endeavors which seek to build community and enhance our quality of life.

**STRATEGY B1.**

**Create a fund for performances, programs, exhibits, gateway projects and workshops which involve youth and adults.**

This fund is similar to the Block Incentive fund but it will cross block club boundaries, and involve and embrace the larger community.

The Minneapolis Arts Commission will administer the program. The Arts Commission has been established by City Ordinance as a commission of the government of the city with responsibility to foster development of the arts; to stimulate participation in and appreciation of the arts by all city residents; to encourage cooperation and coordination between artists and the various arts; to seek financial support for the arts; to act as an advocate for the arts before private and public agencies; to advise the city council with respect to arts related matters; to strive for high standards of quality in the arts; and to represent the arts whenever possible.

The Arts Commission's Neighborhood Presenters Program will be the vehicle used to channel NRP Funds to the Central neighborhood for arts related activities.

**Implementation**

**CNIA** will provide staff and organizational support to 1) work with the Arts Commission the program's criteria and process, 2) provide *information* to the neighborhood on the program opportunitis, and 3) provide assistance to individuals and groups on applications and projects.

**Arts Commission** will 1) work with CNIA on the program's criteria and process, and 2) administer the necessary contracts.

**Resources**

\$37,032 of NRP Funds will be utilized by the Arts Commission for the Central neighborhood.

Year	NRP Funds	Other
1997	\$15,000	
1998	\$12,032	
1999	\$10,000	
Total	\$37,032	

**NRP Statute:** Education

**STRATEGY B2.**

**Increase citizen participation in the implementation of the Central Neighborhood Action Plan through existing annual festivals i.e. Cinco de Mayo and Old 4th Aveune Days.**

The Central Neighborhood Action will require countless hours of neighborhood volunteers to be effectively implemented. Existing annual festivals provide an opportunity for the neighborhood organization to provide information to the community in a festive and social atomsphere.

**Implementation**

CNIA will 1) sponsor/co-sponsor events, 2) provide financial support, and 3) provide information on the Central Neighborhood Action Plan.

Arts Commission will 1) work with CNIA on the program's criteria and process, and 2) administer the necessary contracts.

**NRP** will administer the necessary contracts.

**Resources**

Total costs \$2,500 over four years will help cover event and publicity costs,

Year	NRP Funds	Other
1997	\$625	
1998	\$625	
1999	\$625	
<b>Total</b>	<b>\$2500</b>	

**NRP Statute:** Administrative

**Resources**

Year	NRP Funds	Other
1997	\$7,000	
1998	\$7,000	
1999	\$6,000	

**NRP Statute:** Administrative

**STRATEGY B3.**

**Increase citizen participation in the implementation of the Central Neighborhood Action Plan through multi-cultural interactive events that celebrate individual cultures within and between neighborhoods.**

This strategy is similar to Strategy B2, except that the emphasis will be on creating and sustaining one to two new festivals which will celebrate cultures within the neighborhood, and thereby provide opportunities to reach people who have not been involved in community activities before.

**Implementation**

CNIA will 1) sponsor/co-sponsor events, 2) provide financial support, and 3) provide information on the Central Neighborhood Action Plan.

*NRP* will administer the necessary contracts.



## **OBJECTIVE C.**

Improve working relationships between residents and the institutions and agencies that work in our neighborhood -- cultivate an attitude of mutual respect from all institutions and their representatives.

**STRATEGY C1.**

**Organize regular meetings with leaders from the neighborhood, such as churches, the Boys & Girls Club and Sabathini, to discuss issues of concern and areas of collaboration.**

This strategy and the following strategies under *Objective C* recognize the importance and existence of many valuable institutions that have a large impact on our community. Knowing that one of the main thrusts of the Youth and Family Plan is building collaborations, and that the overlying success for the community will be in how well all programs are intertwined, we will be monitoring and communicating among the different committees in regards to building stronger relationships with other organizations.

**Implementation**

CNIA will help schedule and coordinate meetings.

**Resources**

CNIA administrative costs are covered in *Stratgey* A4.

**NRP Statute:** Administrative

**STRATEGY C2.**

**Organize regular discussions between the neighborhood and public institutions such as the Police, School, Park and Library to ensure ongoing communications.**

**Implementation**

CNIA will help schedule and coordinate meetings.

**Resources**

CNIA administrative costs are covered in *Stratgey* A4.

**NRP Statute:** Administrative

**STRATEGY C3.**

**Work with the Business Development committee to ensure a stronger relationship between the neighborhood and the business community.**

**NRP Statute:** Administrative

**Implementation**

**Implementation**

CNIA will coordinate work of the Committees.

**Resources**

CNIA administrative costs are covered in *Stratgey* A4.

**NRP Statute:** Administrative

**STRATEGY C4.**

**Join with other southside neighborhoods to find ways to encourage the media to present positive images of neighborhoods.**

**Implementation**

CNIA will be responsible for initiating implementation of the strategy.

**Resources**

CNIA administrative costs are covered in *Strategy A4*.

**NRP Statute:** Administrative

## OBJECTIVE D.

Increase the sense of safety in the neighborhood.

**STRATEGY D1.**

**Work with the police department to develop interactive and effective community policing strategies such as more foot patrols, bike patrols to enhance and improve the relationship between the police and the community.**

Not only do we feel the need to address the root causes of crime, we also understand the need and the practicality of building a stronger working relationship with the Police Department.

**Implementation**

CNIA will be responsible for initiating working relationships with the police department.

**Resources**

CNIA administrative costs are covered in *Strategy A4*.

**NRP Statute:** Administrative

**STRATEGY D2**

**Work with the Police Department community to promote mutual respect and eliminate discrimination.**

This strategy may be as easy as being more aggressive and regular in inviting our Police Officers to our block club and committee meetings.

**Implementation**

CNIA will be responsible for initiating working relationships with the Police Department.

**Resources**

CNIA administrative costs are covered in *Strategy A4*.

**NRP Statute:** Administrative

**STRATEGY D3.**

**Work with CCP/SAFE to eliminate crack houses, gang activity, drugs and other disruptive criminal activity**

**Implementation**

CNIA will be responsible for initiating and maintaining working relationships with CCP/SAFE

**Resources**

CNIA administrative costs are covered in *Strategy A4*.

**NRP Statute:** Administrative

**STRATEGY D4.**

**Work with the Park Police to improve safety in Central Park.**

**Implementation**

CNIA will be responsible for initiating working relationships with the Park Police.

### Resources

CNIA administrative costs are covered in *Strategy A4*.

**NRP Statute:** Administrative

### STRATEGY D5.

**Support the Southside Prostitution Task Forces effort to eliminate prostitution in neighborhoods.**

### Implementation

*CNL4* will continue to support the work of the Prostitution Task Force.

### Resources

CNIA administrative costs are covered in *Strategy A4*.

**NRP Statute:** Administrative

### STRATEGY D6.

**Start a "full streets" campaign to encourage more use of our neighborhood streets as civic places, such as the Lyndale Walkers or Central Centipedes**

This strategy involves regular walking tours by neighborhood residents and periodically accompanied by an officer that will be organized by key volunteers and the block club organizer.

### Implementation

*CNIA* will provide staff and organizational support to 1.) recruit volunteers, and 2) schedule and coordinate the walks with the Police Department.

### Resources

CNIA administrative costs are covered in Strategy A4. The NRP funding below will go towards the purchase of cellular phones, T-shirts and other program materials.

Year	NRP Funds	Other
1995	\$750	
1996	\$250	
1997	\$200	
1998	\$150	
1999	\$150	
Total	\$1500	

**NRP Statute:** Administrative

### STRATEGY D7.

**Support the development of a permanent Curfew and Attendance Center in South Minneapolis.**

Acknowledging that criminal activity increases during the evening hours and many daytime crimes are conducted by truant youth, the plan supports the operation of a joint Truancy and Attendance Center located in south Minneapolis.

In addition to removing youth from potentially dangerous situations, the Center must provide alternative activities, including educational support during school hours. The community must be active in setting standards which support the survival and education of all its youth and this is one

important link in that chain. Community volunteers will be important for this program.

### **Implementation**

CNIA will continue to support the establishment of a Curfew Center.

### **Resources**

CNIA administrative costs are covered in Strategy A4.

**NRP Statute:** Administrative

# BUSINESS & ECONOMIC DEVELOPMENT PLAN

The seeds of the Business Development Committee of CNIA began in the late 1980's when a handful of dedicated residents began to address the need to stabilize and increase the economic base of Central Neighborhood. The rallying point of the Committee through the late 80's and early 90's has been pushing pornography out of the neighborhoods. One of the main initiatives has been to acquire and renovate the former Ferris Alexander pornographic bookstore located at the southwest corner of 4th Avenue and Lake Street. The renovation of this building is a symbol of economic recovery for the 4th and Lake business intersection, considered to be the gateway into Central neighborhood.

Although the Committee still prioritizes Lake Street revitalization, its activities have evolved into other economic development initiatives over the years and participation has increased dramatically from inception. With the gradually successful impact the Committee has had on economic recovery, it had to wrestle with its role in the scope of development projects. In 1994, the Committee established a set of participation policies to guide them (see attached addendum).

The role of the Committee has been to nurture the visionary spirit and act as a catalyst, brainstorming ideas to solve/address business-related issues. The Committee researches and addresses options, finds out the feasibility of proposed projects, and assesses the capacity of the organization to take on projects. CNIA, through this Committee structure, acts as a conduit to refer potential development projects to prospective developers.

The purpose of the Committee is to bring together individuals who live, work, or own property in Central neighborhood to foster commercial/business development through collaborative efforts of residents, businesses, and government. The Committee has found that only through this collaborative effort between all parties can they be successful in economically revitalizing the neighborhood. In addition, we have found that only through one-on-one, personalized contact between staff and residents with newly located small businesses on Lake Street will revitalization occur and be successful.

The illustration on the following page shows that this philosophy does in deed prove true.

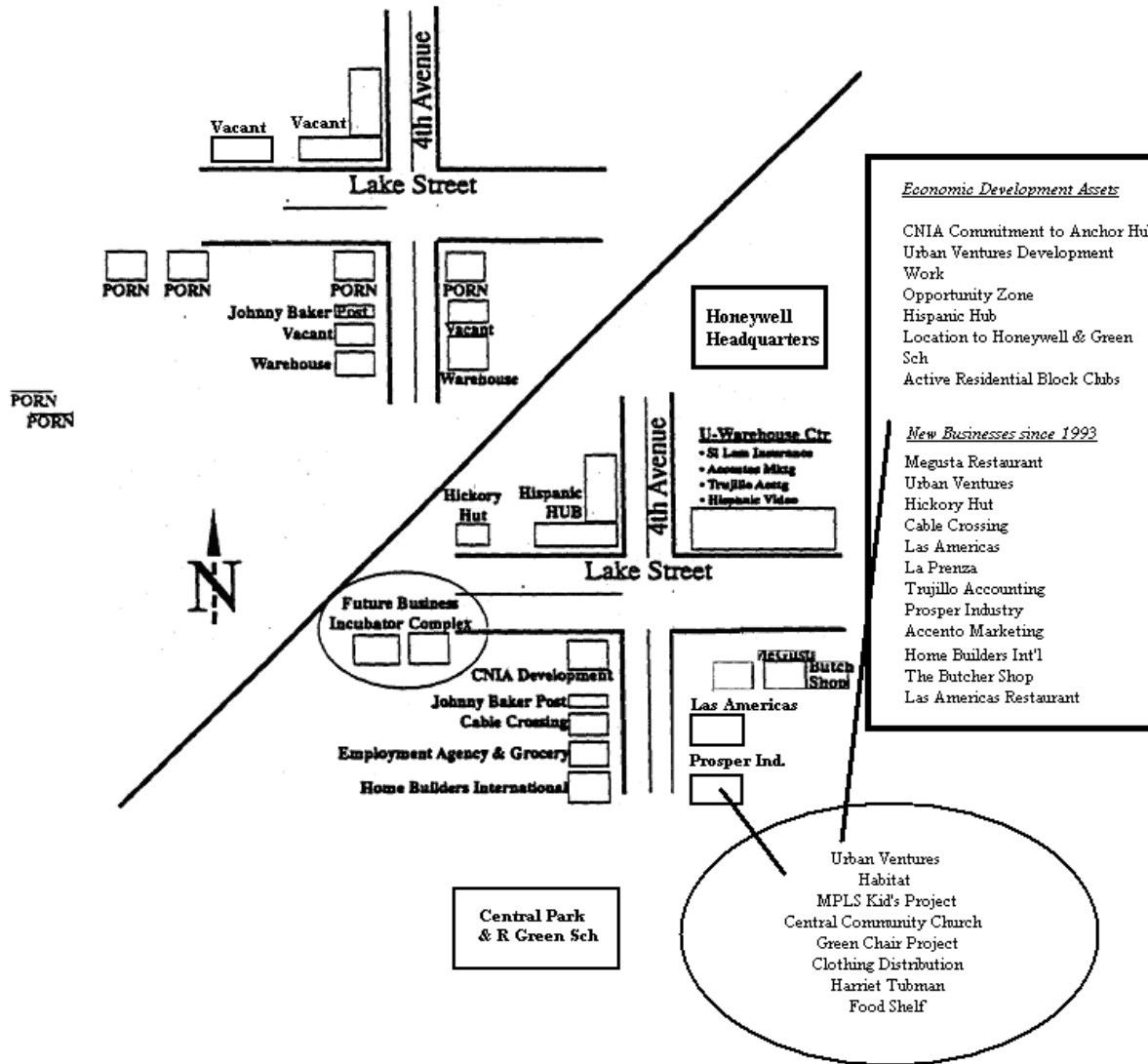




Central Neighborhood Improvement Association

4th Avenue & Lake Street  
Economic Recovery  
and Revitalization

September 1995



Economic Development Assets

- CNIA Commitment to Anchor Hub
- Urban Ventures Development Work
- Opportunity Zone
- Hispanic Hub
- Location to Honeywell & Green Sch
- Active Residential Block Clubs

New Businesses since 1993

- Megusta Restaurant
- Urban Ventures
- Hickory Hut
- Cable Crossing
- Las Americas
- La Prenz
- Trujillo Accounting
- Prosper Industry
- Accento Marketing
- Home Builders Int'l
- The Butcher Shop
- Las Americas Restaurant

## **GOALS**

**I. Promote opportunities for living wage jobs for Central neighborhood residents.**

**II. Provide incentives to support existing businesses and attract new businesses.**

## **OBJECTIVE A.**

**Promote job linkage and networking of employee training and job readiness programs to maximize potential of residents to gain living wage jobs.**

## STRATEGY A1.

### **Organize annually over the next 5 years a neighborhood job and resource fair.**

Working through the Minneapolis Employment and Training Program (METP), the job and resource fairs will help address the unemployment rate in Central neighborhood by providing community members with information on employee training and job readiness programs as well as specific hiring opportunities. The fairs will be held within the neighborhood.

#### **Implementation**

*CNIA* will provide staff and organizational support to 1) conduct extensive outreach in Central thru block clubs, advertisements, flyers, word of mouth, and personal contact to involve community participation, 2) research, recruit and coordinate the participation of existing programs/organizations in the fairs, 3) implement special efforts to focus on youth employment and training opportunities, and 4) raise funds from other sources.

*MEDA, HIRED/NET, Urban League, Two Or More, Twin Cities RISE, Employment Action Center, Women Venture, Hennepin County Jobs, and others will* be invited to participate in the jobs fairs.

*METP* will manage the necessary contracts with *CNIA* and other to implement the strategy.

#### **Resources**

A total of \$5,000 of NRP Funds over 5 years will be used to help cover costs of the fairs including materials, space, and outreach expenses.

<b>Year</b>	<b>NRP</b>	<b>Other</b>
<b>1995</b>	\$1,000	\$200
<b>1996</b>	\$1,000	\$200
<b>1997</b>	\$1,000	\$200
<b>1998</b>	\$1,000	\$200
<b><u>1999</u></b>	<b><u>\$1,000</u></b>	\$200
<b>Total</b>	<b>\$5,000</b>	<b>\$1,000</b>

Other sources include neighborhood business donations.

**NRP Statute:** Social Services

## STRATEGY A2.

### **Assist community members who attend the job fairs by creating a support system.**

Working through Minneapolis Employment and Training Program (METP) follow-up support will be provided to assure community members are utilizing the various programs and opportunities offered at the fairs.

A support services fund will be created for the Central neighborhood to cover job seeking and keeping costs. It is intended that existing support services programs will be used before residents are able to access the support services fund.

#### **Implementation**

*CNIA* will provide staff and organizational support to 1) maintain contact with job fair participants and 2) work with METP and H.I.R.E.D. to set the parameters of the support services fund.

*METP* will 1) administer a support services fund to help cover costs associated with job fair participants, and 2) work with *CNIA* and H.I.R.E.D. to develop the support services fund criteria.

**H.I.R.E.D** as the Minneapolis NET program for the neighborhood will implement the support services fund.

**Resources**

The NRP Funds below will be used to fund the support services fund.

Year	NRP	Other
1996	\$ 4,000	Existing
1997	\$ 5,000	Existing
1998	\$ 6,000	Existing
1999	\$7,000	Existing
<b>Total</b>	<b>\$ 22,000</b>	

**NRP Statute:** Social Services

**MCDA/Civil Rights** will provide technical Assistance utilizing information from existing fund and minority contractor programs

**Resources**

The directory costs for printing and distribution are estimated at \$2500 per printing.

Year	NRP	Other
1997	\$2,500	
1998		
<b>2000</b>	<b>\$2,500</b>	
<b>Total</b>	<b>\$5,000</b>	

**NRP Statute:** Administrative

**STRATEGY A3.**

**Support local minority and emerging small businesses (ESB) in development projects within Central neighborhood.**

ESB and minority contractors within the neighborhood will be identified and a resource directory will be created to connect contractors with potential clients. The contractors will develop a policy and/or program to increase local participation in development projects in the neighborhood.

**Implementation**

CNIA will provide staff and organizational support to 1) identify contractors, 2) coordinate the publication and distribution of the resources directory, 3) help bring contractor together to develop the development projects **policy/program, and 4) utilize** technical assistance from the MCDA/Civil Rights.

## **OBJECTIVE B.**

**Provide resources, information and technical assistance necessary to effectively implement the Business & Economic Development Plan.**

**STRATEGY B1.**

**CNIA will support implementation of the Business & Economic Development Plan by securing funds to engage personnel directly or by contract and to cover administrative costs.**

<b>Year</b>	<b>NRP</b>	<b>Other</b>
1995	\$9,000	TBD
1996	\$34,000	TBD
1997	\$37,000	TBD
1998	\$9,000	TBD
1999	<u>\$9,000</u>	TM
<b>Total</b>	<b>\$98,000</b>	

**Implementation**

**CNIA** will 1) conduct fundraising activities to secure other sources of funds, and 2) utilize NRP Funds to provide staff and organizational support to implement the following strategies;

The Other funding sources will be determined through CNIA fundraising activities.

- (a) job and resource fairs,
- (b) job and resource fair followup support,
- (c) minority and emerging small business program,
- (d) Opportunity Zone community design process and implementation,
- (e) public policy communications,
- (f) E. Lake Street small business incubators,
- (g) revolving loan fund for homebased businesses,
- (h) 29th Street Greenway project,
- (i) continue Lake Street revitalization activities,
- (j) 38th Street and 4th Avenue redevelopment,
- (k) public relations,
- (l) commercial exterior improvements,
- (m) commercial area streetscape projects, and (n) continue working with existing and newly located businesses.

**NRP Statute:** Administrative

**NRP** will manage contracts related to administrative support.

**Resources**

NRP Funds will be used to cover personnel and administrative costs.

## OBJECTIVE C.

Provide incentives to recruit businesses which will employ residents at living wage.



## STRATEGY C1.

### Assist in the development of the Opportunity Zone (OZ).

The 1995-1999 City of Minneapolis Directions Framework states in the Economic Development section "Develop and implement a pilot project to demonstrate the feasibility of transforming an obsolete commercial site into a location for viable light industrial development, giving consideration to the Urban Ventures proposal at Fourth Ave and Lake Street."

Urban Ventures' Opportunity Zone "OZ" concept is broader than just job creation, it is a comprehensive plan to provide safer streets, better housing, new jobs, and recreation areas.

In the area of job creation, Urban Ventures seeks to create 200-300 new living wage jobs each year for ten years for south Minneapolis residents. Living-wage is defined as \$8.50 - \$12.00 per hour.

Urban Ventures received a \$35,000 Northwest Area Foundation planning grant and hired Markham Consulting Group to identify key issues to be addressed. The Markham Study help to initially identify a strategic plan for developing the OZ.

A joint venture agreement between Urban Ventures, CNIA, and People of Phillips has been signed to ensure a community design process for the comprehensive plan. To date, the three organizations conducted a public meeting in March 1994 to hear from residents and others about the issues that should be addressed in planning for the "OZ." Such issues as zoning, affects on residential character of "OZ" area, eminent domain, types of businesses to be recruited, etc. were identified.

The three organizations will take joint responsibility for conducting detailed planning for the "OZ"

and establish an "OZ" Planning Steering Committee.

The NRP Funds will be used to support the community design process and then to implement recommended activities which would include:

- (a) rehabilitation or construction of public facilities,
- (b) social service and educational activities related to job opportunities and training,
- (c) elimination of blighting influences.
- (d) development of industrial properties that provide employment opportunities,
- (e) rehabilitation, renovation, or replacement of commercial and retail facilities,
- (f) elimination of health hazards.
- (g) rehabilitation of existing housing,
- (h) construction of new housing, where appropriate,
- (i) rehabilitation and construction of new low-income, affordable rental housing,
- (j) removing vacant and boarded houses,

Revitalization activities using NRP Funds will be consistent with the above uses. Housing and economic development activities will be approved by the MCDA Board for authorization of necessary contracts as specific activities are identified. Non-housing and economic development activities will be approved by the City Council for authorization of necessary contracts as specific activities are identified.

### Implementation

*CNIA, POP, and Urban Ventures* will work cooperatively to undertake the community design process.

*MCDA* will administer contracts related to housing and economic development activities.

*Public Works* will administer contracts related to public facilities.

**METP/Hennepin County** will administer contracts related to job opportunities and training.

**Planning Department** will administer the planning contract, provide technical assistance as necessary and be a regular participant in the design, development and implementation phases of the project. The Department will incorporate relevant information from the project plan into **The Minneapolis Plan**.

**Resources**

A total of \$240,000 of NRP Funds will be used to support the community design process and implement the development activities.

Year	NRP	Others
1995	\$100,000	\$288,000
1996	<u>\$140,000</u>	M
Total	\$240,000	\$288,000

The *Other* funding sources include \$38,000 from the McKnight Foundation to help support the community design process and the balance is expected to come through the federal Empowerment Zone credits that are available to area, and private, public, and charitable sources to be determined.

**NRP Statute:** Housing, Public Facilities, Commercial, Education, Industrial, Social Services, Environmental, Blight, and Administrative.

**STRATEGY C2.**

**Impact public policy**

The goal is to maintain communications and ensure government is aware of the neighborhoods needs and the impacts of public policy decisions.

A major emphasis will be youth employment resources, opportunities, and challenges.

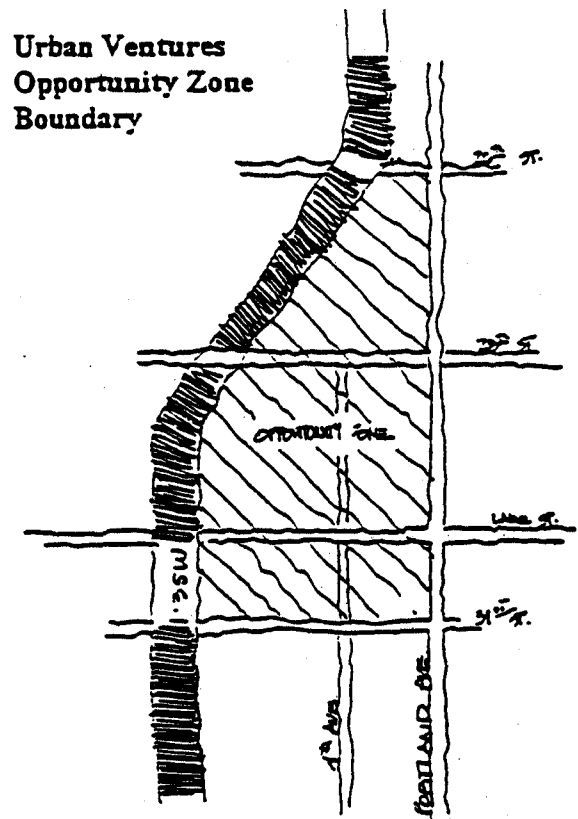
**Implementation**

**CNIA** will provide staff and organizational support to keep tract of different local and federal government policies affecting Central neighborhood.

**Resources**

**CNIA** personnel and administrative costs are covered in *Objective B, Strategy 1*.

**NRP Statute:** Administrative



## **OBJECTIVE D.**

Support the development of  
homebased businesses.

**STRATEGY D1.**

**Establish a Central neighborhood Homebased Business program.**

The 1994 study of the Central neighborhood conducted for the McKnight Foundation states, " A second asset, a spirit of entrepreneurship born from individual initiative, is also evident. In addition to the more than forty registered businesses, there may be as many as 200 homebased businesses according to one source. Some of these businesses provide various types of information services, and their owners are well educated with a variety of options available to them. Other homebased businesses provide a variety of unskilled and semiskilled trades and services. These enterprises show that the absence of traditional jobs in the neighborhood does not mean that people are not working. Many people are creating their own jobs; but because a significant portion of these ventures are part of an informal economy, the neighborhood does not benefit from their existence. Until a stronger infrastructure is in place to support these small and micro businesses and help them grow and mature, they will remain largely invisible; and their impact on the neighborhood will be limited."

A Minneapolis Community Education program will be offered to assess what type of homebased businesses are in the neighborhood and what type of assistance is needed, and to provide free 1-1 technical assistance.

The goal in the first year is to assist 10-15 potential and/or existing home businesses and subsequently doubling that number in the following years.

A local homebased business directory, the creation of a homebased business association as a networking tool and support system for business owners,

and how to access the revolving loan program identified in *Objective E, Strategy, 1*, will be additional outcomes of the Community Education Program.

**Implementation**

**CNIA** will 1) work with Community Education to design the program, 2) contract with Community Education to provide services including outreach and the coordination of technical assistance, training seminars, mentorship programs, and follow-up with individuals.

**Community Education** will 1) work in cooperation with CNIA to design and implement the program, and 2) administer the necessary contracts.

**Planning Department** will work with the neighborhood to ensure that the home-business initiatives are consistent with and/or inform the revision of the zoning code.

**Resources**

\$23,000 of NRP Funds has been approved as an "early access" request to support the implementation of this strategy.

Year	NRP	Other
1995	\$23,000	\$24,000
<u>1996</u>		
<b>Total</b>	<b>\$23,000</b>	<b>\$24,000</b>

The Other funds identified above are from the Dept. of Housing and Urban Development's Neighborhood Development Demonstration Program.

**NRP Statute:** Education

## STRATEGY D2.

### **Support the development of small business incubators on E. Lake Street.**

The renovation of the vacant, blighted commercial buildings on E. Lake Street provide opportunities to address another goal of the homebased business program - to support the development of the small business incubator in the "OZ". The incubator is the next "*nurturing*" step for homebased businesses to run successfully from a storefront location.

As Phase I Urban Ventures will develop the vacant commercial facility at 301 E. Lake Street into a "kitchen incubator".

In examining potential industries that may offer new job creation potential for the OZ, the world of food has been examined. The food industry is growing and constantly changing with no slow down insight. The broad spectrum of ethnic foods prepared in inner-city neighborhoods can offer US citizens new and different foods. In addition, the shift in paradigm from the old focus on curing disease to the new focus on prevention offers opportunities. New food products will be needed to maintain or improve health, thereby creating new market niches.

Urban Ventures and other neighborhood organizations recognize, however, that many neighborhood residents have the necessary talent, particularly in the preparation of food, but do not necessarily have either the resources to own or the technical, marketing, and business skills to manage such businesses. In addition the rigid health regulations that must be met in commercial kitchens present a major financial barrier to entry into the food industry for small businesses and entrepreneurs. Though these health regulations may be difficult to meet, they have a legitimate purpose that everyone must comply. Maintaining or

achieving this compliance is often financially insurmountable for those with limited resources

The OZ Kitchen Incubator will be a dedicated facility that will contain specially equipped certified commercial kitchens that incorporate capital intensive, state-of-the-art equipment. Incubator space will be rented to clients who wish to use the facility by the hour, the day, or the week in order to test market and produce their specialty products without the expense of purchasing their own commercial kitchen.

Each client will be required to prepare and submit a business plan which describes the nature and scope of their planned business. In addition, each client who wishes to start their own business will be expected to utilize the resources that are there to support their growth, such as marketing, management training, financial management, and food technology resources. The facility will also be available to small businesses, such as caterers, who wish to expand their facility.

The building at 301-305 East Lake St. has been purchased from the Minneapolis Community Development Agency. It contains approximately 15,000 square feet of usable space distributed evenly on three levels. All floors will have to be extensively rehabilitated for the planned use. NRP Funds will be used to help in the rehabilitation.

The basement will be used for dry and refrigerated storage and rented to clients who use the incubator on a regular basis. The street level floor will contain four fully equipped and certified kitchens as well as receiving/staging area. The upper level will provide flexible office spaces for use by the incubator clients. In addition, business support services, as well as managerial, food technology, accounting and marketing resources will be available on the upper level.

within the first two years the goals of the Kitchen Incubator are:

- to enroll and support at least 24 startup businesses,
- to graduate at least four businesses and relocate them within the OZ,
- to create at least 40 new jobs for neighborhood residents, and
- to become financially self-sufficient

**Implementation**

**Urban Ventures** will 1) acquire, rehabilitate and operate the facility for kitchen incubator use, 2) provide business support services, and 3) secure public and private funding, and corporate sponsors.

**CNIA** will 1) coordinate other homebased business efforts with the kitchen incubator opportunities, and 2) provide the community with information about the projects.

**MCDA** will 1) assist Urban Ventures in securing public and private funding, and 2) manage necessary contracts.

**Resources**

Development costs related to rehabilitation,, kitchen equipment and .installation, and startup costs are estimated to be \$840,000 for Phase I.

\$69,000 of NRP Funds has been approved an "early access" request to support rehabilitation activities.

<b>Year</b>		<b>Other</b>
1995	\$69,000	\$771,000
1996		
<b>Total</b>	<b>\$69,000</b>	<b>\$771,000</b>

**NRP Statute:** Blight, Commercial

## **OBJECTIVE E.**

Strengthen and develop financial programs which support and enhance the competitiveness of small businesses.

**STRATEGY E1.**

**Work with local community development corporations (CDCs) to create funding resources which will be utilized by Central businesses.**

The 1994 McKnight Study states, "Clearly, the neighborhood is experiencing many stresses caused by structural changes in the economy, many from forces beyond our national borders. Economic development initiatives that combine new thinking with internal neighborhood assets and external resources are essential to re-vitalizing Central neighborhood."

CNIA will approach the McKnight Foundation to secure funding for a revolving loan program utilizing the expertise of a local CDC.

The first option is to run the program through the MCDA's Micro Loan Program which provides short-term, low interest loans between \$500 and \$25,000 to assist very small businesses in obtaining loans for business operations. Applications are processed by individual community development corporations (CDC's).

**Implementation**

CNIA will provide staff and organizational support to 1) raise funds from outside sources including McKnight Foundation to capitalize the revolving loan fund, 2) identify a CDC to administer the program, and 3) recruit entrepreneurs into

the program. Recruitment will take place within the activities of the homebased program.

*Community Development Corporation* will administer the program

**Resources**

Capitalization of the program will be determined by the success of fundraising activities with an initial goal of \$150,000.

Year	NRP	Other
1996		\$150,000
1997		
Total		\$150,000

**NRP Statute:** Administrative



## OBJECTIVE F.

Support commercial street  
development efforts.

## STRATEGY FI.

### Promote the work of the 29th Street Midtown Greenway Project.

In August of 1993, the Hennepin County Regional Rail Authority purchased the 29th Street corridor (from France Ave. to Hiawatha) for future light rail transit. The light rail transit plans are compatible with a nonstop bicycle path that would run within the corridor.

Central neighborhood will participate in the development of the 29th Street Midtown Greenway project that will create a vibrant corridor through the center of the city by creating a continuous Greenway at street level and lower grades for non-motorized transportation and recreational use.

The Greenway will provide city residents with an inexpensive means of transportation, an aesthetic natural corridor, a recreational opportunity, a connection to neighborhood amenities, and an economic development tool to provide jobs.

Minneapolis has received federal funding for the first phase of the Greenway. Construction on this first segment, France Ave. to 35W, could begin as early as spring of 1996.

### Implementation

CNIA will provide staff and organizational support to 1) assess the recommendations which will positively impact the Central neighborhood and provide support to those particular strategies, and 2) work in collaboration with Honeywell, the City of Minneapolis, and other entities to create an aesthetic design for the 29th Street Bridge.

*Public Works/Park Board/Hennepin County* will implement and manage the public improvement contracts.

Resources		
Year	NRP	Other
1996	\$14,000	Public
<b>Total</b>	<b>\$14,000</b>	

Other funding is expected to include capital improvement funds from local, state and federal sources.

**NRP Statute:** Public Facilities

## STRATEGY F2.

### Street Council (LSC), financial institutions, and foundations.

The two main goals of the Project Team are: CNIA has been focusing the last several years on revitalizing the 4th Avenue and Lake Street business node. To date, CNIA has formed a subsidiary development corporation and in partnership with Parliament Company, is renovating the former Ferris Alexander pornographic bookstore on the southwest corner into commercial space on the first floor and nine units of affordable housing on the second floor. The secured commercial tenants include Bridgeman's Ice Cream, a community theater, and Tip Your Hat, an African-American owned business. 1991 NRP Transition Funds were essential to this project development.

A streetscape project of trees, planters, and public art has been partially completed. Forecast Art has been contracted with to utilize public art as a revitalization tool. This will culminate into the redesign of 4th Avenue with murals, hanging art at intersections, and exhibits. In addition, a 1:1 matching facade grant program of up to \$1,500 for Lake Street businesses has been implemented. The goal of the latter two projects are to increase the aesthetic flavor of the business node.

Over the last three years, the CNIA Business Development Committee has been working hard at enhancing the emerging relationships between businesses and residents, and creating a support system for the small businesses. We will maintain our focus of the 4th and Lake business node integrating these efforts, consistent with the work of the Lake Street Project Team.

The Lake Street Project Team is currently being funded through the Powderhorn Park NRP plan. It is a collaboration between residents and Lake Street businesses from Central, Phillips, Powderhorn Park, and Corcoran neighborhoods, the Lake

Street Council (LSC), financial institutions and foundations.

The two main goals of the Project Team are:

The two main goals of the Project Team are:

1. Expansion of living wage jobs and business opportunities throughout the Corridor for neighborhood residents and persons from the broader area; and
2. Enhancing neighborhood livability through improvements to the physical and social environment along the Lake Street Corridor.

Central neighborhood will direct NRP Funds to support those particular strategies which positively impact the Central neighborhood.

NRP Funds will be set aside and used to implement the following type of activities:

- (a) rehabilitation, renovation, or replacement of commercial and retail facilities,
- (b) elimination of health hazards.
- (c) development of industrial properties that provide employment opportunities,
- (d) elimination of blighting influences,
- (e) rehabilitation or construction of public facilities, and
- (f) social service and educational activities related to job opportunities and training,

The MCDA Board will authorize the necessary contracts to implement housing and economic development activities consistent with the above uses. The City Council will authorize the necessary contracts to implement non-housing and economic development activities consistent with the above uses.

### Implementation

CNIA will provide staff and organizational support to 1) involve community participation in the Lake

Street Project Team, and 2) review implementation recommendations and determine uses NRP Funds.

**MCDA** will 1) authorize necessary contract to implement NRP activities and 2) manage contracts related to economic development activities.

**Public Works** will implement and manage contracts related to public facilities.

**METP/Hennepin County** will implement and manage contracts related to job opportunities and training.

**Planning Department** will review outcomes, assist with the planning framework, and provide technical support and input.

350,000 of NRP Funds will be set aside to help implement strategies within the context of the Lake Street Task Force recommendations.

Year	NRP	Other
1995		\$35,000
1996	\$350,000	
1997	_____	
<b>Total</b>	<b>\$350,000</b>	<b>\$35,000</b>

The Other sources include \$6,000 from Year of City funds and \$29,000 for mural creation at 4th & Lake node from Office of Drug Policy.

In addition, the Phillips and the Powderhom Park Neighborhood Plans have allocated NRP funds for Lake Street revitalization activities.

**NRP Statute:** Commercial, Blight, Public Facilities, Industrial, Environmental, and Social and Educational Services.

### STRATEGY F3.

#### Work in collaboration with the Bryant neighborhood to redevelop the 38th Street and 4th Avenue area.

The development of businesses which are owned by the community as a whole and meet the needs of the community are priority development options for the neighborhood.

Central residents are working in collaboration with the Bryant neighborhood to open a cooperative grocery store on the corner of 4th Avenue and 38th Street. The working group will come up with a unified vision and assess the feasibility of a co-op at this location.

A feasibility study by Markham Associates, funded as a Bryant NRP activity, is currently in the process. Central's plans to move ahead will be contingent on the outcome of the feasibility study.

If the cooperative grocery store is determined to be not feasible, the working group will identify other marketable strategies for the business node and the NRP resources will be allocated to those options.

It is anticipated that NRP Funds will be used to implement the following type of activities:

- (a) rehabilitation or construction of public facilities,
- (b) social service and educational activities related to job opportunities and training,
- (c) elimination of blighting influences,
- (d) rehabilitation, renovation, or replacement of commercial and retail facilities, and elimination of health hazards.

The MCDA Board will authorize the necessary contracts to implement housing and economic development activities consistent with the above uses. The City Council will authorize the

necessary contracts to implement housing and economic development activities consistent with the above uses.

CNIA will provide staff and organizational support to 1) involve community participation in the 38th St. and 4th Ave feasibility study, and 2) review implementation recommendations and determine uses NRP Funds.

MCDA will 1) authorize necessary contracts to implement NRP activities and 2) manage contracts related to housing and economic development activities.

Public Works will implement and manage contracts related to public facilities.

METP/Hennepin County will implement and manage contracts related to job opportunities and training.

**Resources**

\$100,000 of NRP Funds will be set aside to help implement recommendations from the feasibility study and working group discussions.

Year	NRP	Other
1995		\$105,000
1996	\$100,000	TBD
1997		TBD
<b>Total</b>	<b>\$100,000</b>	<b>\$105,000</b>

The Other sources include \$105,000 of NRP Funds for the feasibility study and to implement redevelopment activities in the Bryant Action Plan. In addition, redevelopment activities are expected to use other public and private funding sources that have yet to be determined.

**NRP Statute:** Commercial, Blight, Public Facilities, Social and Educational Services.

**STRATEGY F4.**

**Increase public relations to counter negative stereotypes.**

Educating media on the benefits of positive reporting is a major emphasis of this strategy.

CNIA is working in collaboration with various neighborhood groups and the Lake Street Council to increase and maintain positive coverage as well as create marketing strategies for the area.

This collaboration has resulted in a reformed broadcasting approach and mutual accountability.

The Lake Street Council is currently working with the Lake Street Project Team to be a clearinghouse for recruiting and marketing properties along the Lake Street Corridor.

**Implementation**

CNIA will continue to provide staff and organizational to 1) support the media and marketing efforts, 2) serve on the Lake Street Council, and 3 ) enlist the support of the National Retiree Coalition to help design a media and marketing program.

Lake Street Council will provide 1) coordination to the activities, and 2) funds to support some of these activities.

**Resources**

LSC has provided the financial support to date.

Year	NRP	Other
<u>1995-1999</u>		<u>\$30,000</u>
<b>Total</b>		<b>\$30,000</b>

**NRP Statute:** Administrative

## **OBJECTIVE G.**

Renovate private commercial properties and their surrounding public areas.

**STRATEGY G1.**

**Continue and expand facade grant programs.**

The current program funded through NEDF and HUD moneys is a 50% matching grant for any exterior improvements of up to \$1500.

The program has been geared towards Lake Street businesses and NRP Funds will be used to expand this program neighborhood-wide, including businesses along Chicago Ave., 38th Street, and 4th Ave. An essential feature to the program is a visioning process which helps to establish an identity for a commercial area that will then help guide facade improvements.

**Implementation**

*CNIA* will 1) conduct the visioning processes, and 2) administer the program or seek a CDC to so.

*MCDA* will manage the necessary contracts.

**Resources**

A total of \$76,000 of NRP Funds will be used to support visioning costs and to provide matching grants. \$46,000 has been approved as an "early access" request.

<b>Year</b>	<b>NRP</b>	<b>Other</b>
1995	\$46,000	\$60,200
1226	<u>\$30,000</u>	<u>\$30,000</u>
<b>Total</b>	<b>\$76,000</b>	<b>\$90,200</b>

In 1995, \$2,200 came through the MCDA's NEDF program, \$6,000 from Year of the City, and \$6,000 from HUD. The remaining Other sources of *funds* represent the private match requirements.

**NRP Statute:** Commercial, Blight, Public Facilities, Administrative

**STRATEGY G2.**

**Identify nodes and develop streetscape projects.**

Commercial areas within Central in need of improvements will be identified, and ways to maintain bus shelters and increase the lighting of commercial areas will be researched.

The Chicago Avenue Corridor Study (see addendum) will provide the context from which to implement streetscape improvement along Chicago Ave. Streetscape improvements for Lake Street business areas will be addressed through the Lake Street Task Force strategy.

NRP Funds will be set aside and used to support design costs and to implement the following type of activities:

- (a) rehabilitation or construction of public facilities,
- (b) elimination of blighting influences, and (c) rehabilitation, renovation, or replacement of commercial and retail facilities.

The MCDA Board will authorize the necessary contracts to implement housing and economic development activities consistent with the above uses. The City Council will authorize the necessary contracts to implement non-housing and economic development activities consistent with the above uses.

**Implementation**

*CNIA* will provide staff and organizational support to 1) involve citizen participation in the design process, 2) determine uses NRP Funds, and 3) involve government staff in the design process.

**MCDA** will 1) authorize necessary contracts to implement NRP activities and 2) administer contracts related to economic development activities.

**Public Works** will implement and manage contracts related to public facilities.

**Resources**

100,000 of NRP Funds will be set aside to implement the strategy.

<b>Year</b>	<b>NRP</b>	<b>Other</b>
1996	<u>\$100,000</u>	<u>TBD</u>
<b>Total</b>	<b>\$100,000</b>	

Depending on the scale of a projects, Other funding sources are expected to be needed.

**NRP Statute:** Public Facilities, Blight, Commercial, Administrative



# HOUSING & CITY SERVICES PLAN

*Central Neighborhood Action Plan*

*October 1995*

## Beliefs

The Central Neighborhood Housing & City Services Action Plan is based on the following beliefs:

- \* NRP dollars will supply less than 5% of Central's total requirements for the next 5 years. This plan must create enough momentum to generate the balance!
- \* It is the quality of life, not just the quality of buildings, that must be addressed.
- \* The NRP dollars provide an opportunity to leverage more resources and generate block club participation into Central to meet the full challenge.
- \* Policies can have as great an effect on Central's housing situation as can dollars.
- \* We must focus on the *full* life cycle of buildings, and interrupt the cycle of decline not just focus on abandonment which is the last step in the decline cycle.
- \* Neighborhood residents are the greatest resource available for solving neighborhood housing problems, but neighborhood directed staff is required to best assemble and manage neighborhoods' solutions rather than letting agencies direct us.
- \* Programs and activity should be targeted and coordinated, not randomly applied.

## Central Neighborhood 1995

Central Neighborhood is a historic, low density residential neighborhood that is 8 blocks by 9 blocks located 2.5 miles due south of downtown Minneapolis. Interstate 35W borders it on the west, the old 38th Street city limits on the south, and the other borders are created by two commercial streets - Lake Street and Chicago Avenue.

**Housing-** Central consists of 1,000 houses, 500 duplexes, 77 condoshownhomes, and 175 multi-family apartment buildings. Seventy-eight percent of all the buildings were built before 1920. There are many large 2 1/2 story turn-of-the-century houses, the main draw for many residents. We have a block which is a registered historic district. 57 %of the building are owner-occupied vs 77% city wide.

**Housing Conditions-** 10% to 20% of Central's housing units are vacant, most boarded and condemned (20%-25% of the city's total.) Of the balance about 25% are substandard. Two-thirds of all units are rental, and of those, 25% of the tenants have been there less then 6 months.

**Families-** Central has 7500 people living in 3000 households of Mpls' 370,000 and of the metro area's 2.3 million. 25% of Central's families live below the poverty level. Half of all families have children and half of those are single moms (3 times the city average). 33 % of all residents are under 18 and 13% are over 55.

**Residents-** Central's greatest asset is ethnic and cultural diversity. It is 47% African American, 35% European American, 11% Asian American, and the balance Native American and Latino.

## **GOAL**

Enhance the physical structure of the neighborhood by providing safe and suitable housing and infrastructure to increase the desirability of the neighborhood as a place to live.

## **OBJECTIVE A.**

Reduce the number of vacant and boarded residential structures

## STRATEGY AI.

Eliminate 75 % of boarded and vacant residential structure within 5 years.

The Central Neighborhood Improvement Association has identified approximately 88 boarded and vacant residential structures in the neighborhood as of spring 1995. Minneapolis Inspections Boarded Building List of May 1995 lists 55 buildings.

Neighborhood residents are the greatest resource available for solving neighborhood housing problems - It is the quality of life, not just the quality of buildings that must be addressed - these are two of the beliefs of Central Housing Plan.

The decision-making process on what to do with a boarded and vacant structure requires the investment of time and energy from the people directly affected by the problem and the outcome. The initial investment of time and energy will generate other people resources that will improve the quality of life not just the quality of the buildings.

CNIA will provide the staff and organizational support to organize resident and block by block involvement in the decision-making process. Seventy-five percent (75%) of the boarded and vacant structures will have redevelopment plans developed through the organizing process. Based on a total of 88 boarded and vacant structures, 66 redevelopment plans will be established within three years with implementation of the plans occurring over five years.

A redevelopment plan would include: the redevelopment priorities, design guidelines, the developer, implementation activities of public jurisdictions, existing program resources to be leveraged, implementation monitoring, and the use of Central's Boarded and Vacant NRP Fund which is identified in *Strategy 2* below.

The CNIA Housing Committee has developed an information base on boarded and vacant properties. Technical assistance from the Planning Department, Hennepin County, the Minneapolis Community Development Agency, the Inspections Department and others will be needed to update and refine the information. The information base is intended to supply all pertinent information necessary to assist the CNIA Housing Committee and the block participants to effectively evaluate and determine a redevelopment plan for each structure.

CNIA staff and leaders, and public jurisdiction staff will go through a training program which will be developed jointly by the MCDA and CNIA. The training program will be designed to clarify the roles and responsibilities participants, organizing approaches, and timelines.

### Implementation

**CNIA** will provide staff and organizational support to 1) organize resident involvement, and 2) help coordinate and monitor implementation of redevelopment plans.

**MCDA** will 1) provide technical assistance and 2) administer redevelopment contracts.

**Planning Department** will provide technical assistance.

**Inspections** will provide technical assistance.

**Hennepin County** will provide technical assistance.

### Resources

*Strategy DI* provides NRP Funds to help cover CNIA's staff and organizational expenses. *Strategy 2* below provides NRP Funds to support implementation of redevelopment plans.

**NRP Statute:** Housing, Blight, Administration

## STRATEGY A2.

### **Establish a Boarded and Vacant Fund to supplement existing financial resource programs for implementation of individual redevelopment plans.**

The following programs need to be accessed to help accomplish the objective of reducing the number of boarded and vacant homes.

#### **South Minneapolis Home Ownership Initiative**

The Honeywell Corporation initiated an ongoing private sector/community partnership within participating communities in South Minneapolis. To date, participants have included; CNIA, POP, PPNA, Whittier, Honeywell, Project for Pride in Living, Southside Neighborhood Housing Services, Powderhorn Residents Group, Two or More, Powderhorn Community Council, MCDA, Habitat for Humanity, Family Housing Fund, GMMHC, T.C. O. I. C., Lutheran Social Services, Women Ventures, Norwest Bank, First Bank, Riverside Bank and Franklin National Bank.

The Initiative goals are to:

- increase affordable homeownership opportunities;
- recycle boarded and vacant housing;
- improve housing conditions and property values;
- add to the stability of participating communities by complementing other neighborhood improvement efforts; and
- provide employment training and business opportunities for Mpls residents.

The Initiative objectives include:

- improving and selling 150 properties in 5 years;
- provide pre & post purchase counseling;

- provide a pre-apprenticeship work and training opportunity for 24 students annually;
- provide 50% of work opportunities to city residents;
- recruit and train 20 prospective workers annually from participating communities; and,
- assist 2 neighborhood-based entrepreneurs to establish or strengthen their contracting business.

The hope is for 10 funders to provide \$100,000 each and then leverage and utilize this fund to accomplish the above goals and objectives. 60% of the fundraising is secured to date.

#### **Rehabilitation Incentive Fund (RIF)**

The RIF program provides grants to developers equal to the difference between the total development costs and the appraised value of the property after completion. The maximum rehab grant is \$45,000 for a single-family dwelling and \$75,000 for a duplex. The rehabilitated structure must be sold for owner-occupancy. RIF also provides up to \$55,000 per project to acquire and demolish extremely deteriorated structures and to construct new home for sale to owner-occupants.

Nonprofit and for-profit developers are eligible to receive grants. Properties must be in a blighted condition but can be located anywhere on the City. Request for applications is issued in March or April of each year. The 1994 budget was \$816,000 with one-third of the total targeted for south Minneapolis neighborhoods. Estimated annual production is 15 units per year.

#### **Vacant Housing Recycling Program**

Houses to be acquired through this program must be vacant and need extensive repairs. Once acquired, properties may be either demolished or offered for rehabilitation. Properties to be rehabilitated may be sold directly to buyers who

can obtain the necessary financing or through the RIF, or Urban Homestead, or Habitat for Humanity programs. If a structure is to be demolished, the lot is sold to a buyer who can obtain financing for new construction. If the lot is too small for new construction, it may be sold as an addition to the adjacent property. Buildable lots may also be offered for new construction through the RIF program or the GMMHC Homeownership program.

Any vacant structure in substandard condition in a target neighborhood is eligible. The 1994 program budget was \$1,000,000. The estimated annual production was 50 houses.

### **Home Ownership Works (HOW)**

The MCDA staff, with nonprofit developers and neighborhood approval will choose vacant, primarily foreclosed properties in need of moderate rehabilitation. The nonprofit developers will handle all aspects of rehabilitation. The Neighborhood Housing Services agency will screen and provide counseling for potential buyers. Some participants may purchase the home through a "rent with option to buy" arrangement.

Nonprofit developers are eligible. There is no income limit for home buyers, but it is targeted to low- and moderate-income residents. MCDA staff along with neighborhood group members, select project properties, then rehab and market them for homeownership. 1994-95 budget is \$750,000 with an estimated annual production of 15 units per year.

### **HOPE 3 Urban Homestead Program**

The MCDA purchases vacant or foreclosed properties from HUD, VA and other federal sources, and then sells them to buyers for the after-rehabilitation value. At the time of sale, the owner contracts for rehabilitation work which is financed by the new owner through mortgage funds provided by the MCDA. Buyers are selected by lottery from all in-

terested, qualified applicants and are required to remain in the property for a minimum of six years.

Low and moderate income individuals and families are eligible. Homes are advertised approximately twice a year, depending on the number of homes available. 1994-95 budget is \$420,000 with estimated annual production at 5-10 homes.

### **GMMHC 500 Homes Program**

The MCDA, through the Vacant Housing Recycling Program, provides GMMHC with financial assistance (which GMMHC matches 1-1 with funds raised from private funding sources) to bridge the gap between total development costs for building a single-family home and the price for which the house will market. GMMHC builds these houses on lots purchased from the MCDA at various inner-city locations. The houses are then sold to owner-occupants.

Any potential homeowner who meets the financial qualifications to purchase a home is eligible. The 1994-95 budget is \$1,500,000 with a 1-1 public/private match. The estimated annual production is 80-100 homes per year.

### **Home Ownership and Renovation Program**

This program provides 6.6% fixed-rate, 30-year mortgages. The buyer must make a minimum down payment of 3% of the purchase price of the home. The program serves four categories:

- 1- Substantial Rehabilitation - existing homeowner borrows funds to rehab or improve a house as well as refinance any current indebtedness.
- 2- Purchase and Rehab - buyer borrows funds to both purchase and rehab or improve a house.
- 3- New Construction - buyer borrows funds to purchase a newly-constructed house built on city-owned land.

- 4- Urban Homestead - financing is provided for buyers of Urban Homestead properties.

Buyers or owners with incomes within program income limits who meet normal lending practices standards are eligible. Maximum annual income is \$51,000, higher limits may apply depending on location and family size. Properties may contain up to 4 dwelling units. The 1994-95 budget is \$7,500,000 with an estimated annual production of 120 homes.

### **Problem property Renewal Program**

This program provides mortgage financing for eligible homebuyers who do not qualify for other mortgage programs.

In April/May 1995 representatives from the following organizations attended a series of meetings to provide technical advice on Central's Housing Plan:

Mpls Community Development Agency, Mpls Inspections Department, Hennepin County Tax Forfeited Land, Norwest Banks, Greater Mpls Metropolitan Housing Corporation, Urban Coalition, Powderhorn Residents Group, Abbott Northwestern, Project for Pride In Living, First Banks, and Southside Neighborhood Housing Services.

The technical group identified the boarded and vacant problem as an area where a gap exists between existing financial resources and resolving the issue. The availability of purchase/rehab programs through the MCDA and local banks was emphasized as a key tool to address the problem, but it was recognized that even these probably will need some level of add-on funding assistance to cover the gap between appraised value and total rehab.

Information provided by the MCDA highlights the dilemma of existing resources and Central's boarded and vacant problem.

The Rehab Incentive Fund has supported the rehabilitation of 7 dwelling units and the construction of 18 new dwelling units since 1988. The total amount of RIF grants has been \$1,147,325. The GMMHC Homeownership & Century Homes Projects in Central have constructed 6 new dwelling units from 1992 through 1995. The total amount of construction assistance has been \$160,000.

The RIF and GMMHC programs combined have rehabbed and constructed 31 dwelling units with \$1,307,553 in assistance since 1988. If the estimated 88 boarded and vacant structures were redeveloped using these programs as examples, between \$2,640,000 and \$4,840,000 would be needed as grant subsidies.

Because we cannot expect this level of investment from existing programs a Central Neighborhood Boarded and Vacant NRP Fund will be established.

The organizing process involving block residents and property owners identified in Strategy 1 above will determine the redevelopment activities for a boarded and vacant dwelling.

Overall funding targets to implement redevelopment plans will be: utilize the RIF, GMMHC Century Homes, Honeywell Initiative and other existing resources on 25 structures; utilize the Central Boarded and Vacant NRP Fund on 10 structures averaging of \$30,000 per structure; utilize the Central Boarded and Vacant Fund on 31 structures averaging \$10,000 per structure; and retain a Central Boarded and Vacant Fund balance of \$140,000 to address additional structures.

This strategy is intended to supplement existing resources like those identified above because given Central's boarded and vacant problem and the limited resources of these programs, we cannot expect to meet the objective without additional funding support through the NRP Funds.

The NRP Funds will be used to implement the redevelopment plan recommendations developed

through the community organizing process. The activities will include acquisition, demolition, rehabilitation, and construction related to:

- (a) rehabilitation of existing housing,
- (b) construction of new housing, where appropriate,
- (c) rehabilitation and construction of new low income, affordable rental housing,
- (d) removing vacant and boarded houses,
- (e) elimination of blighting influences.

Redevelopment plan activities will be consistent with the above uses and will be approved by the MCDA Board for authorization of necessary contracts.

**Implementation**

The Other funding sources are calculated based on 66 structures averaging \$70,000 of private financing per structure, with 25 of the structures averaging an additional \$50,000 of subsidy. This total will be reduced if redevelopment options include acquisition and demolition for sale as sideyards and/or combined as larger lots for new construction.

*CNIA* will provide staff and organization support to 1) organize resident involvement, and 2) help coordinate and monitor implementation of redevelopment plans.

*MCDA* will 1) provide technical assistance and 2) administer redevelopment contracts.

*Nonprofit Developers* will implement redevelopment plans as determined through the neighborhood process and approved by MCDA Board.

**Resources**

The Central Boarded and Vacant Fund will be capitalized at \$515,000 of NRP Funds.

An additional \$92,000 of NRP Funds will be used to cover program administrative costs of the South Minneapolis Housing Initiative. \$12,000 would be appropriated for 1995 and \$20,000 per year from 1996 to 1999.

Existing resources are those programs listed above and any other programs that can be accessed without the use of the Central Boarded and Vacant Fund to accomplish a redevelopment plan.

Year	NRP Funds	Other
1995	\$212,000	Existing
1996	\$270,000	Existing
1997	\$85,000	Existing
1998	\$20,000	Existing
1999	<u>\$20,000</u>	<u>Existing</u>
Total	\$607,000	\$5,870.000

**NRP Statute:** Housing, Blight, Administrative



## STRATEGY A3.

### **Support the demolition activity of the Minneapolis Inspections Department.**

The City Council appropriated in its 1995 budget \$700,000 to support the efforts of the Inspections Department to address hazardous/boarded building. The budget is already committed based on current approvals. The result is that Inspections Department activity directed at removing hazardous/boarded buildings will be ending early spring 1995 while the number of problem properties continues to grow.

A proposal submitted to the Public Safety and Regulatory Services Committee of the City Council includes the following parameters.

- 1) Funding for demolition for the remainder of 1995 will be supported 100 % from NRP allocations by the neighborhoods. In 1996, the neighborhood allocation will be contingent upon a one to one match by the city for all dollars committed by the neighborhoods.
- 2) The city will agree to commit \$700,000 each year for the next three years. \$550,000 will be allocated to neighborhoods participating in the NRP matching fund program. Neighborhoods will submit their demo fund commitment by September 1st of the preceding year.
- 3) The Inspections Department will work with the neighborhoods allocating NRP dollars for building demolition's to develop an efficient and effective method for obtaining neighborhood and city approvals as quickly as possible and proceeding with the removal of the hazardous/boarded buildings.

- 4) A blanket approval by the NRP Policy Board and Minneapolis City Council will be sought for early access funds for demolition activity that will be included in neighborhood action and First Step plans.

If this program moves forward, Central will utilize NRP funds to help address hazardous/boarded building through 1995. Properties will be identified by the CNIA Housing Committee.

Additional NRP Funds will be utilized in 1996, 1997, 1998 for demolition activities on condition of being matched by City funding.

The NRP Funds used for demolition activities in this strategy will work in concert with the redevelopment plan activities identified in *Strategy A1 and Strategy A2* above.

### **Implementation**

**CNIA** will provide staff and organization support to 1) organize resident involvement, 2) help coordinate implementation of redevelopment plans, 3) review properties cited by Inspections and determine disposition, and 4) monitor demolition activities in compliance with neighborhood disposition.

**Inspections** will 1) undertake demolition activities in compliance with neighborhood disposition, and 2) administer NRP contracts.

### **Resources**

NRP Funds will be used to support demolition activities which will be matched dollar for dollar in 1996, 1997, 1998 by the Inspection Department.

The assumptions are based on \$8,500 per structure. Funds for 6 properties are programmed for the remainder of 1995. Between 1996 and 1998 the NRP Funding is reduced because activities through the Central Boarded and Vacant NRP Fund will also involve demolition activity.

All funds which are not matched or needed will be reallocated to the Central Boarded and Vacant NRP Fund.

Housing and City Services Plan

<b>Year</b>	<b>NRP Funds</b>	<b>Other</b>
1995	\$276,000	
1996		\$100,000
1997	70,000	70,000
1227		30,000
<b>Total</b>	<b>\$250,000</b>	<b>\$200,000</b>

**NRP Statute:** Housing, Blight

\*\*\*\*\*  
**There should be a map of Central, Powderhorn Park, Whittier and Phillips neighborhoods showing locations of Properties on Mpls 249 list of boarded properties as of July 1995 enclosed in original action plan, but the scanner refused to be a team player.**  
\*\*\*\*\*

## STRATEGY A4.

### Identify potential owners through neighborhood-based marketing methods.

A common theme in discussion of the technical group convened in April/May 1995 was that marketing the neighborhood, marketing available programs, and marketing properties is an important cost-effective tool for addressing the boarded and vacant problem.

Marketing becomes even more important to the success of this boarded and vacant objective because redevelopment plan targets have 31 of boarded and vacant structures averaging only \$10,000 of assistance per structure.

This level of assistance will require finding potential owners matched with appropriate properties that would qualify for purchase/rehab programs that could be supplemented by the Central Boarded and Vacant NRP Fund.

Working through Minneapolis Community Education, a program will be offered that will explore and implement grassroots marketing approaches designed to attract potential homeowners to opportunities in Central with particular emphasis on the boarded and vacant structures. The program will also include do-it-yourself courses to assist potential homeowners with cost-effective ways make home repairs.

### Implementation

CNIA will 1) work with Community Education to design the program, 2) contract with Community Education to conduct appropriate community outreach efforts, and 3) enlist the help of National Retiree Coalition in the program design.

*Community Education* will 1) work with CNIA and others to design the program. and 2) implement the program and administer the necessary contracts.

*Realtors/Office of Public Affairs* will be invited to help assist with the marketing program

### Resources

NRP Funds will be used to support program costs including materials, outreach, space and consulting services.

Year	NRP funds	Other
1995	\$11,000	TBD
1996	\$10,000	TBD
1997	\$10,000	TBD
Total	31,000	

Other sources will be determined during the program design phase.

**NRP Statute:** Education

## STRATEGY A5.

Provide funding to Southside Neighborhood Housing Services to infuse their Problem Property Revolving Loan Fund to rehab and sell 7 homes in the Central neighborhood.

- 1) recycles vacant and boarded houses back into owner-occupancy status, and
- 2) provides homeownership opportunities for residents who may not qualify conventionally.

NRP Funds will help capitalize the SNHS Problem Property Revolving Loan Fund for investment in homes and then this initial investment will then leverage additional financing through the sale of loans to SNHS's exclusive secondary market.

Initial funding will rehab four homes. After they are sold, two more homes will be rehabbed and after their sale one additional home will be rehabbed for a total of seven. For lower income families to qualify, SNHS will underwrite 50% of the mortgages themselves so only 50 % of the resale of the homes can be used for additional rehabs until the loans are paid down over the years.

As the mortgages are being repaid, these funds will be kept in a separate Central neighborhood account for additional rehabs in several years.

Homeowners will display a sign during construction which gives credit to the Central NRP for the assistance provided.

**CNIA** will establish criteria for selecting homes and identify properties which can be acquired from existing owners.

**SNHS** will estimate rehab costs. assist homebuyers in selecting contractors, arrange settlements and underwrite loans for rehabilitation as well as acquisition.

**MCDA** will administer the contract with SNHS.

### Resources

The NRP Funds were approved as an "early access" proposal in February 1995.

Year	NRP Funds	Other
1995	\$276,000	
1996		\$120,000
1997		\$60,000
<b>Total</b>	<b>\$276,000</b>	<b>\$180,000</b>

**NRP Statute:** Housing

## OBJECTIVE B.

Improve the existing housing stock.

## STRATEGY B1.

Housing, and City Services Plan

### Establish an improvement plan for each block in the neighborhood through the Central Neighborhood Block Planning Process

The **Beliefs** which introduced the Housing and City Services Plan include:

- \* It is the quality of life, not just the quality of buildings, that must be addressed.
- \* The NRP dollars provide an opportunity to leverage more resources and generate block club participation into Central to to meet the full challenge.
- \* We must focus on the full life cycle of buildings, and interrupt the cycle of decline not just focus on abandonment which is the last step in the decline cycle.
- \* Neighborhood residents are the greatest resource available for solving neighborhood housing problems, but neighborhood directed staff is required to best assemble and manage neighborhoods' solutions rather than letting agencies direct us.
  - \* Programs and activity should be targeted and coordinated, not randomly applied.

Respect for these beliefs requires a block by block approach to the improving the existing housing stock.

CNIA will lead a community organizing approach similar to and coordinated with the boarded and vacant organizing approach.

CNIA will provide staff and organizational support to coordinate the community organizing efforts involving the community building. the boarded and vacant, and the block improvement plan processes.

Staff and organizational costs are covered in *Objective D, Strategy I, and Objective F, Strategy I*. The organizer within the Community Building Plan will also. provide support to the implementation of this strategy.

**NRP Statute:** Administrative

## STRATEGY B2.

Establish a Central Neighborhood Block Leverage Fund to supplement existing financial programs to implement individual block plans.

The outcomes of the block planning process within *Strategy B1* above will be individual block improvement plans. These plans will include activities consistent with the following:

- (a) rehabilitation of existing housing,
- (b) encourage homeownership,
- (c) rehabilitation and construction of new low-income, affordable rental housing,
- (d) rehabilitation or construction of public facilities,
- (e) social service and educational activities related job opportunities and training, and
- (f) elimination of blighting influences.

Actions to address the needs identified in a block plan will involve a three step process.

Step 1:

Utilize existing public and private programs.

Example: The MCDA offers a variety of low-interest loans to help Minneapolis homeowners. If a property owner identified the need for home repair in a block plan then the MCDA's program for Basic Home Improvement Loan, or Energy Loans, or Deferred Home Improvement Loans, or Last Resort Loans, or Rental Rehab Loans would be explored to address the need.

Step 2: Utilize the Central Block Leverage Fund

Example: If a person qualifies for a particular program but the program has no money available then the Central NRP Block Leverage Fund can be used to address the need.

The City Council and/or MCDA Board will authorize the approval of contracts using the Central Block Leverage Funds two times a year. This approach will help coordinate the delivery of different services and products over several blocks at one time. Needs that can be met by transferring funds to an existing program for contract administration will not require MCDA Board action.

An additional program element to this strategy involves utilizing the Central Block Leverage Fund to support costs associated with social and education services for youth. Specifically, the neighborhood believes that all the work opportunities generated by individual block plans and the boarded and vacant strategies will provide a great opportunity for an alternative school curriculum.

CNIA is in the early stages of discussions with the Minneapolis School staff on how the alternative school concept can be incorporated into these housing strategies.

**Implementation**

**CNIA** will provide staff and organizational support to 1) organize resident participation in the development of block improvement plans, and 2) explore the concept of an alternative school.

**MCDA** will 1) provide technical assistance, 2) administer NRP funds through existing programs. and 2) manage housing related contracts.

**Public Works/Park Board** will implement public facilities related projects.

**Mps Schools/METP** will 1) explore with CNIA the concept of an alternative school, and 2) manage contracts related to educational services.

**Financial Institutions/Nonprofit Corporations** will administer loan/grant programs as designed to meet the unique needs of block improvement plans.

**Resources**

<b>Year</b>	<b>NRP Funds</b>	<b>Other</b>
1995	\$200,000	Existing
1996	\$1,000,000	Existing
1997	\$500,000	Existing
1998	\$205,950	Existing
1999		<u>Existing</u>
<b>Total</b>	<b>\$1,905,950</b>	

Other funds from existing private and public programs will be used. Amounts will be quantified during implementation of the strategy.

**NRP Statute:** Housing, Blight, Public Facilities, Social and Educational Services.

### STRATEGY B3.

#### Support the redevelopment efforts of the 3200 Block of Chicago Ave.

The 3200 of Chicago Ave is an example of a block improvement plan. Through resident involvement which included both the Chicago Corridor planning process and a design charette sponsored by Powderhorn Residents Group and the AIA, a plan has been developed calling for the creation of new housing on vacant lots and the rehabilitation of existing housing.

#### Implementation

*CNIA* will provide staff and organization support to help secure resources to implement the block plan

*Powderhorn Residents Group* will 1) continue to work with residents, 2) secure private and public financing, and 3) implement the improvement plan.

*MCDA* will administer the housing related contracts.

#### Resources

The NRP Funds below have been approved as an "early access" proposal.

Year	NRP funds	Other
1995	\$69,000	Existing
<u>1996</u>		
<b>Total</b>	<b>\$69,000</b>	

Other funding is expected to include private and public sources.

**NRP Statute:** Housing, Blight

### STRATEGY B4.

#### Provide a grant program for homeowners in the neighborhood to improve their homes.

An NRP "early access" proposal was submitted and approved by the City Council in February 1995 to fund a home improvement grant program in the neighborhood.

Home improvements consist of rehabilitation work to the exterior of properties. The only interior projects permitted are those with outstanding housing inspection orders.

The grant program consists of two tiers of assistance based on household income. Homeowners with household income below income limits adjusted for family size could receive a maximum grant of \$4000. Households above the income limit could receive a maximum grant of \$2000 with a dollar for dollar match requirement.

200 households applied for the full grants and 102 households applied for the matching grants. Average household income of applicants for the full grants was \$14,780, and average household income for the matching grants was \$43,270.

A lottery held on July 22, 1995 selected a total of 82 grantees and alternates. The unmet need based on the amount by which available funds exceed requests is estimated at \$884,000.

#### Implementation

*Southside Neighborhood Housing Services* will administer the grant.

*CNIA* will contract with SNHS to market the program to the community and to provide SNHS with a listing of grant recipients.



**MCDA** will manage the SNHS contract and work with matching grant recipients on the availability of MCDA programs.

**Resources**

A total of \$138,000 has been approved as "early access" funding. \$120,000 is earmarked for grants and \$18,000 for program marketing and administration.

<b>Year</b>	<b>NRP Funds</b>	<b>Other</b>
<u>1995</u>	<u>\$138,000</u>	<u>\$40,000</u>
<b>Total</b>	<b>\$138,000</b>	<b>\$40,000</b>

Other funds consists of the matching funds required for households over the income limits.

**NRP Statute:** Housing

**STRATEGY B5.**

**Provide neighborhood youth with employment opportunities in the area of home improvement through Southside Neighborhood Services Homeowner's Protective Services (HOPS) program.**

The Minneapolis Employment and Training Program will contract with Two or More, Inc to employ neighborhood youth in home improvement activities.

Home improvement provides the neighborhood with a great opportunity for youth employment experiences. Two or More, Inc. is a job skills and leadership development organization that has employed and trained over 200 youth in the City of Minneapolis since its beginning in 1989.

NRP Funds will be used to support the costs associated with providing up to fifteen neighborhood youth with employment training and jobs skills. The training will be provided through home improvement services to 80 Central neighborhood homes enrolled in the Southside Neighborhood Housing Services HOPS Program.

**Implementation**

**CNIA** will provide staff and organization support to 1) help identify neighborhood youth for participation in the program, and 2) monitor outcomes.

**METP** will the contract with Two or More, Inc. to implement the program.

**Two or More, Inc.** will operate the program in cooperation with Southside Neighborhood Services.

**Southside Neighborhood Housing Services** will contract with Two or More, Inc. for program services.

**Resources**

NRP Funds have been approved as on "early access" request.

<b>Year</b>	<b>NRP Funds</b>	<b>Other</b>
<u>1995</u>	<u>\$69,000</u>	<u>\$29,600</u>
<b>Total</b>	<b>\$69,000</b>	<b>\$29,600</b>

Other funds include homeowner fees and expenses, and private and public funding sources supporting the program costs.

**NRP Funds:** Education

## **OBJECTIVE C.**

Change and/or establish policies, laws, ordinances to improve and maintain the housing stock.

## STRATEGY C1.

### **Continue to work with state, local, and federal officials and agencies.**

The technical group brought together in April/May 1995 looked at both the resource side and the policy side to housing revitalization in the Central neighborhood. Some potential areas for policy development and change included:

- to support Central Neighborhood in obtaining salvage rights for homes targetted as demos utilizing the Phillips Resource Center;
- incentives such as "this old house" for absentee owned properties;
- reducing the rental taxes and the disincentives to putting money into fixup i.e. pilot project in St.Paul;
- focus on prevention by tracking foreclosure and other indicators;
- shorten mortgage foreclosure redemption period to avoid problems during this period;
- tie criminal enforcement/housing inspections and focus on special problems of owner-occupied drug houses;
- education on the hidden costs of rehabbing boarded houses off foreclosure list, i.e. special assessments , water bills etc.; forgive, occassionally, hidden costs to provide reinvestment incentive;
- 24 hour board up of unsecured vandalized properties;
- give inspections authority to wave the \$2000 bond for privately funded rehab;

In addition, other areas for change have been raised during the plan development process including:

- restricting the sale of used housing materials to help stop theft of architectural artifacts;
- assist landlords with resources for screening tenants and property management;
- improving the ability to obtain clear title; reasonable, yet safe, lead paint policies.;
- special inspections standards for pre 1920 homes;
- police enforcement of material theft; demolition vs rehab policy;
- tax credits in designated neighborhoods where boarded exceeds 10%; and
- procedures to determine disposition of city owned properties.

### **Implementation**

*CNIA* will provide staff and organizational support to 1) work with local and state officials on potential legislative changes, and 2) educate appropriate bodies on the impacts of proposed legislation.

*City Coordinator/Intergovernmental Relations* will work with CNIA to develop lproposals for inclusion in the City's annual legislative agenda.

*Minneapolis State Legislative Delegation* will be invited to work with CNIA and City Officials on legislative initiatives.

### **Resources**

Administrative support for CNIA is covered in , *Strategy D1* and *Strategy F1*.

**NRP Statute:** Administrative

## **OBJECTIVE D.**

Provide resources, information, and technical assistance to prepare and implement housing and city services strategies.

## STRATEGY D1.

**Secure funds to engage personnel and cover administrative costs necessary to support implementation of the housing and city services strategies.**

CNIA will provide staff and organizational support to help implement the strategies related to the following:

- (a) community organizing process for the boarded and vacant redevelopment plans,
- (b) determining uses of the Central Boarded and Vacant Fund and implementation of redevelopment plans,
- (c) identification of demolition activities for the Inspections Department,
- (d) community education program on grassroots marketing,
- (e) identification of properties for the SNHS Problem Property Revolving Loan Program,
- (f) community organizing process for block improvement plans,
- (g) determining uses of the Central Block Leverage Fund and implementation of block plans,
- (h) redevelopment efforts at 3200 Chicago,
- (i) home improvement grant program,
- (j) youth employment opportunities,
- (k) communication with local, state, and federal officials,
- (l) coordination of a technical assistance team, and
- (m) development of a Central Master Plan.

The core staff will consist of a Community Organizer and a Housing Specialist. The emphasis of the Community Organizer position will be the community organizing processes related to the boarded and vacant strategies and the block improvement plans. The Housing Specialist position

will focus on activities related to development and implementation of both redevelopment plans and block improvement plans.

### Resources

\$70,000 grant proposal is under consideration by the McKnight Foundation in their September 1995 review cycle. These funds will help support the Community Organizer position for years 1 and 2.

\$121,425 of NRP Funds will be used for the Community Organizer position for years 3, 4 and 5. Estimated 1st year cost is \$35,000 with 5% inflation thereafter.

\$192,500 of NRP Funds will be used to cover a Housing Specialist position over all 5 years.

Year	NRP Funds	Other
1995	\$20,000	\$35,000
1996	\$40,000	<u>\$35,000</u>
1997	\$80,500	
1998	\$84,425	
<u>1999</u>	<u>\$89,000</u>	
<b>Total</b>	<b>\$313,925</b>	<b>\$70,000</b>

All costs include salary, benefits, and the associated administrative expenses.

**NRP Statute:** Administrative

## STRATEGY D2.

**Create a public/private technical assistance team to help with implementation of the boarded and vacant redevelopment plans and the block improvement plans.**

Reliance on existing programs to address the needs of the community requires dedicated technical assistance to link existing programs and coordinate services

A technical assistance team will be formed consisting of but not limited to:

- MCDA housing development staff person,
- MCDA residential finance staff person,
- Inspections Department staff person,
- Hennepin County tax forfeited representative,
- Department of Housing and Urban Development staff,
- nonprofit housing developer representatives,
- financial institutions representatives, and
- charitable/foundation representatives.

The technical assistance team will provide guidance to the redevelopment plans for the boarded and vacant structures; help link existing programs to the needs identified in block improvement plans; and provide advice on the appropriate changes to policies, laws, and/or ordinances.

### Implementation

*CNIA* will provide staff and organizational support to 1) coordinate meetings of the technical team, 2) present information gathered through the community organizing processes, and 3) continue to discuss with the Planning Department opportunities to involve their expertise.

*MCDA* will provide technical assistance.

*Inspections Dept* will provide technical assistance.

*Hennepin County* will provide technical assistance.

*Nonprofit Developers / Financial Institutions* will provide technical assistance.

### Resources

*CNIA's* administrative costs are covered in *Strategy D1*. The public and private technical assistance costs would be covered through existing resources.

**NRP Statute:** Administrative

## **OBJECTIVE E.**

Establish a Central Neighborhood Master Plan containing guidelines and strategies addressing issues with neighborhoodwide impact such as, decorative street lighting, green space, traffic and bicycle lanes, boulevard enhancements, alleys, landscaping, and exterior appearance of rehabbed or replacement homes.

## STRATEGY EI.

**Work with city planners and hired professionals, as needed, to incorporate information gathered through the Central Neighborhood Block Planning Process into a master plan document.**

Expectations are that during the community organizing process for the block improvement plans a number of issues and activities will be raised which cannot and/or should not be addressed within the context of a single block's needs.

This strategy is intended to provide the opportunity for ideas to surface but to address them through either a neighborhood-wide or multi-block implementation plan. The Chicago Corridor Plan is an example of multi-block implementation plan and the Healy Block Plan is an example of an individual plan with multi-block impacts.

The Central Master Plan approach will also be used to provide input and to help shape the Planning Departments efforts to update the City's Comprehensive Plan.

NRP Funds will be used to secure the technical assistance and resources needed to develop the Central Master Plan and to interact with the City's Comprehensive Plan.

### **Implementation**

**CNIA** will provide staff and organizational support to 1) coordinate information generated from the community organizing process as input into the master plan, 2) secure technical resources to develop the master plan, and 3) secure the involvement of Public Works, the Park Board, and the Committee on Urban Environment.

*Mpls Planning Department* will provide technical advise on the development of the master plan.

*NRP* will administer the necessary contracts.

### **Resources**

\$50,000 of NRP Funds will be used to secure the technical services.

<b>Year</b>	<b>NRP Funds</b>	<b>Other</b>
1996	\$50,000	
1997		
<u>1998</u>		
<b>Total</b>	<b>\$50,000</b>	

**NRP Statute:** Administrative



## **OBJECTIVE F.**

Improve the quality and livability of housing for people who rent and rental property owners.

## STRATEGY FI.

### **Provide a staff position for advocacy assistance to renters and rental property owners**

The present demographics of the Central neighborhood show that sixty percent (60%) of the housing units are rental. Although the Housing and City Services Plan seeks to increase homeownership, the reality will be that over half of the housing units will remain rental in the next 5 to 10 years.

This strategy focuses attention on people who rent and rental property owners by providing direct advocacy assistance to help them address issues which negatively affect the quality and livability of their housing.

CNIA will engage personnel on a part-time basis who will focus their efforts on the rental community. The Rental Organizer's objectives will include:

- help establish tenant screening policies which better screen for negative behaviors,
- provide support to Pillsbury House's tenant rights programs and help establish legal assistance for renters,
- utilize mediation programs to resolve tenant/landlord disputes.
- work to enforce proper maintenance,
- involve renters in the block club process,
- assist people who rent with homeownership opportunities, and
- to provide support and resources for property owners.

## Implementation

*CNIA* will 1) utilize NRP Funds to engage a Rental Organizer and cover administrative costs. and 2) coordinate the personnel's rental focus with the community organizing processes related to the vacant and boarded structures and the block improvement plans.

*NRP* will administer the necessary contracts.

## Resources

Year	NRP Funds	Other
1996	\$17,500	
1997	\$18,375	
1998	<u>\$19,300</u>	
<b>Total</b>	<b>\$55,175</b>	

**NRP Statute:** Administrative

# YOUTH & FAMILY PLAN

CENTRAL NEIGHBORHOOD ACTION PLAN

October 1995

A study conducted for the McKnight Foundation on the Central Neighborhood by Training and Development Resources in the summer and fall of 1994 provides a good context from which to understand the issues and opportunities to be addressed in Central's Youth and Family Action Plan.

The study's final report dated October 10, 1994 (see attached), states that the purpose of the study was to focus on the patterns, activities, and structures of the Central neighborhood through the eyes of people who live and work there. By looking closely at the neighborhood itself, identifying its unique strengths and challenges, defining how the larger social and economic trends are operating there, the McKnight Foundation will have a floor of information which can be used to guide its funding initiatives - with input from the people who will be most affected.

The report states within *The Context* section, "A third asset of the Central Neighborhood is its abundance of children. Central Neighborhood has a higher proportion of children among its residents than almost any other part of the city. Every interviewee and focus group expressed great concern about the children. These children represent both a promise and challenge. Many of them have critical responsibilities within their families. Some must contribute to their family income. Others have to serve as a bridge, a translator, and an interpreter between parents, grandparents, and the larger world. Few children are receiving the support they need to carry out these roles, yet they are the people on whom the neighborhood and its families will most certainly depend in a very few years.

A major challenge to the future of Central neighborhood is how to interweave these various types of assets - some based upon human resources, others based upon material ones - so that they provide mutual benefits for the good of the neighborhood across income and ethnic lines. There's a finite period of time in which this challenge must be faced, or the window of opportunity may close. If the challenge is not met in a timely fashion, the problems of Central Neighborhood will exacerbate, resulting in a widening gulf between income and ethnic groups, and the eventual abandonment or gentrification of the neighborhood. A generation of children may well be lost."

# **GOAL**

Provide children and adults with opportunities to prepare for school, work and parenting and for constructive activities.

## **OBJECTIVE A.**

Increase collaborations between youth serving institutions and agencies.

## **STRATEGY AI.**

### **Support programs for young people between the ages of 12 and 20.**

The Youth and Family Committee has identified the issue where young people over 12 years old are becoming more and more "forgotten" in the new public/private initiatives that focus on youth but they are the most "at risk" group of young people. Census data show that there are close to 1000 young people between the ages of 12 and 18 in the Central neighborhood.

This issue is accented in the McKnight Study which states, "There's a finite period of time in which this challenge must be faced, or the window of opportunity may close. If the challenge is not met in a timely fashion, the problems of Central Neighborhood will exacerbate, resulting in a widening gulf between income and ethnic groups, and the eventual abandonment or gentrification of the neighborhood. A generation of children may well be lost. "

\$200,000 of NRP Funds will be set aside as the Central Youth Collaborative Fund. The strategy recognizes that there are probably enough youth serving organizations and each one does something a little different and maybe a little better than another. The Fund would be a catalyst to form collaborative relationships among groups.

Arthur T. Himmelman's work is an example on how to design collaboration criteria. In his "Introduction To Designing a Collaborative" there are distinctions on the four approaches to "working together" which are networking, coordinating, cooperating, and collaborating. Collaborating is defined as exchanging information, altering activities, sharing resources, and enhancing each other's capacity for mutual benefit and to achieve a common purpose by sharing risks, responsibilities, and rewards.

Working through Hennepin County and the Minneapolis Employment and Training Program, a Request For Proposals (RFP) will be developed and issued to determine the program uses of the Collaborative Fund.

NRP Funds will be used to support social service and educational programs, and will be approved by the MCDA Board for authorization of the necessary contracts.

While this strategy was being developed an opportunity occurred through the Office of the Mayor. The neighborhood was being considered as a national site by the Community Change for Youth Development (CCYD) project.

CCYD is a multi-year initiative and research project funded by a consortium of national funders which, working jointly with Public/Private Ventures and a range of community resources, will assist several communities nationwide in developing a system of supports, services and activities that promote positive youth development for young people ages 12 through 20.

The project is community-driven and seeks to ensure that effective partnerships are established among the participating organizations and agencies to improve coordination of existing services ( including informal community resources) and to fill in gaps of services.

Participating communities structure their projects around CCYD's five core concepts. The Core Concepts are:

- The expansion of supportive relationships among adults and neighborhood youth;
- Widespread, constructive use of work as a tool for development, learning and income;
- The utilization of "gap periods" in young people's lives for constructive activities;

- Creating and enhancing opportunities young people to be actively involved in decisions that affect them and to interact positively with their peers.
- Provision for continuity support and effective transitions among institutions and supports for young people.

P/PV conducted a field review in March as a part of their process for selecting planning sites for the initiative. Central Neighborhood Improvement Association helped organize a site visit for P/PV with Bryant and Central neighborhood representatives.

Although the Central neighborhood was not selected as a site, the Whittier neighborhood has been selected. The intent will be to follow the Whittier experience and to use information from their experience to develop the Central Youth Collaborative Fund RFP.

In addition to the collaboration criteria and the Whittier experience, the following program concepts will be given special consideration in the development of the RFP.

- 1) The Sabathani 2000 Initiative
- 2) Parent support networks
- 3) Case management approaches.

The McKnight Foundation will be approached to explore their interest in providing additional funding for the Central Youth Collaborative Fund.

### Implementation

**CNIA** will provide staff and organizational support to 1) work with Hennepin County, METP, and others on developing and issuing the RFP, and 2) researching the Whittier program, and 3) seeking funding from the McKnight Foundation.

**Hennepin County** will 1) help draft the RFP and 2) administer contracts related to social service decisions that affect them and to interact activities. positively with their peers;

**METP** will help draft the RFP and may administer Provision for continuity of support and employment related contracts.

### Resources

The NRP funds will be set-aside for the Central Youth Collaborative Fund.

Years	NRP Funds	Other
1995	\$200,000	Existing
1996		Existing
1997		Existing
1998		Existing
<u>1999</u>		Existing
<b>Total</b>	<b>\$200,000</b>	

**NRP Statute:** Social Services, Educational Programs

## STRATEGY A2.

### Support youth activities and youth serving agencies through the assistance of a Youth Organizer.

A Community Organizer is needed who will help coordinate activities with youth serving agencies and parents, hold monthly meetings, and special events. Events may include: Annual School Youth Rally, National Night Out, Spring Cleanup, Annual Halloween Dances, Don't Deface My Space/Graffiti program, Teen Talent Show, Teen Dances.

In addition, a part-time Youth Organizer is needed whose function will be solely to organize the youth within Central, providing resource information, information to agencies pertaining to youth needs, and working to develop or direct new youth programs as determined by this organizing effort.

#### Implementation

CNIA will secure funds to hire a Community Organizer and a Youth organizer.

#### Resources

CNIA has secured \$23,048 for personnel and \$2,760 for program expenses from the office of Drug Policy and Violence Prevention over two years. These funds will be used to employ the parttime Youth Organizer. CNIA has raised additional funds through McKnight and Honeywell to provide for a full-time Organizer.

Years	NRP Funds	Other
1995		\$25,000
1996		\$25,808
<u>1997</u>		<u>\$23,048</u>
<b>Total</b>		<b>\$73,856</b>

## STRATEGY A3.

### Increase utilization of Richard Green School to provide programs and services for youth and families.

This strategy reinforces the neighborhood's interests, raised during the planning and construction of Green School that the facility be utilized as a community resource beyond the normal school hours.

One of the emphasis areas for program development utilizing the facility will be parenting support activities.

The McKnight Foundation's Central Neighborhood Study identified the issue that there is a need for children that will enable them to develop their skills and talents, and contribute more effectively to their families and the neighborhood. The report then stated "Many children in Central Neighborhood have adult size responsibilities, and very little help in coping with them. The teen focus group identified this issue, and said that they wanted parenting classes for their parents so that parents would be better able to guide them. Parents, on the other hand, noted the need for parenting classes for teens so that teens would be better able to communicate with and manage young children - siblings or their own. "

The Youth and Family Committee will work with Community Education and other agencies to determine specific programs to conduct at the school. The Youth Collaborative Fund could be utilized to provide resource assistance to implement programs.

Presently, the Youth and Family Committee is working with the following jurisdictions on a Preventative Graffiti pilot program for the City of Minneapolis. These jurisdictions have included the Mpls. Police, Gang Unit, City and County Attorney, Solid Waste Dept., City Inspections Dept.,



**STRATEGY A4.**

and Mpls. Public Schools. There has been a Preventative Graffiti curriculum designed and instituted within the Richard Green Mpls. Kids Program, as well as a community education piece designed. This Preventative Graffiti curriculum is patterned after a program in San Diego. Secondly, those responsible for graffiti within the Central community will be tracked, documented, and home intervention conducted. Theoretically, this will document who is responsible for graffiti within our community and hopefully dispel stereotypic misconceptions.

A goal is to track this long-term, supply a community study, and reduce graffiti production from our community. This concept has been utilized in St. Paul and is responsible for significantly reducing the amount of graffiti in their city.

**Implementation**

CNIA will provide staff and organizational support to 1) work with Community Education on program design, and 2) inform the community on program offerings.

*Community Education* will 1) work with CNIA on program design and implementation, and 2) administer the necessary contracts.

**Resources**

NRP Funds will be used to help cover costs for new programs offered.

<b>Years</b>	<b>NRP Funds</b>	<b>Other</b>
1996	\$1,200	Existing
1997	\$2,400	Existing
1998	\$3,600	Existing
1999	<u>\$4,800</u>	Existing
<b>Total</b>	\$12,000	

**NRP Statute:** Education

**Provide support to the Phelps Park Collaborative.**

The Bryant Neighborhood Action Plan has as an objective " offering youth, families and seniors living in Bryant and surrounding neighborhoods programming that is holistic and interdisciplinary, including health and safety, home and job skills, arts and culture, and science and the environment".

Strategies to accomplish this objective include increasing activity and program choices at Phelps Park and to construct additional programming space at Phelps Park. An interdisciplinary team called the Phelps Program Collaborative has been organized to develop and implement programs. Central neighborhood has been invited to participate in the collaborative.

An additional 6277 square feet of new program space will be constructed beginning August/September 1995 with it opened either in June or September 1996. The new space will consist of a gym and multi-use space, plus the existing 4900 square feet will be rehabbed.

Funding for the Phelps Park rehab and addition comes from a variety of public and private sources including: \$750,000 of NRP Funds from the Bryant, Bancroft, and Powderhom neighborhoods; \$303,000 from the Park Board; and a \$300,000 McKnight grant and a \$25,000 Minneapolis Foundation grant. A \$200,000 grant request is pending before the Bush Foundation.

The funding for the rehab and the new addition are critical features of the effort, but the Phelps Park expansion would not be possible without the commitment by the Minneapolis Boys and Girls Club to move from their present location at Chicago Avenue and 37th Street to Phelps Park, and to

assume the operating costs associated with the new space.

The CNIA Board has formally approved its participation on the Phelps Park Collaborative and has signed the participation resolution, and CNIA will take the lead to determine which course of action to take regarding the utilization of the NRP funds identified below.

One course of action is to direct the NRP funds to help with the space and/or programming needs at the new Phelps Park. The other option is to direct the funds to assist with the redevelopment and reuse of the existing Boys and Girls Club facility on Chicago Avenue. The present facility is expected to be vacated by the summer of 1996.

Early discussions with residents around the Chicago Ave facility with the Powderhorn Residents Group have indicated a preference for continuing to use the building for community-oriented space.

The range of NRP Fund uses could include the following activities:

- (a) social service programming at Phelps Park
- (b) educational programming at Phelps Park
- (c) rehabilitation or construction of public facilities.
- (d) construction of new housing, and
- (e) rehabilitation, renovation or replacement of commercial and retail facilities.

The MCDA Board will authorize the necessary contracts as specific activities are identified.

**Implementation**

*CNIA* will provide staff and organizational support to involve area residents in determining how the NRP Funds will be used.

*Hennepin County* will administer contracts on socials service programs at Phelps Park.

effective transitions among institutions and supports for young people.

*Community Education* will administer contract education programming at Phelps Park.

*Park Board* will administer contracts on park related capital improvements.

*MCDA* will administer housing and commercial to take regarding the utilization of the NRP Funds related contracts.

**Resources**

<b>Years</b>	<b>NRP Funds</b>	<b>Other</b>
<u>1996</u>	<u>\$100,000</u>	
<b>Total</b>	\$100,000	

**NRP Statute:** Social Services, Education, Housing, Commercial, Public Facilities.

## **OBJECTIVE B.**

Provide support to existing programs which address the educational needs of youth and families.

## STRATEGY B1.

### **Support the Hosmer Community Library Learning and Technology Center Initiative.**

Hosmer Community Library has served the neighborhood since 1916, when it opened in an area critics decried as "open fields". Since that time Hosmer has undergone numerous changes, growth and development. Ever since its opening, Hosmer has served as a vital point within its community, meeting the knowledge, information, learning and entertainment needs of all.

The positive impact this library has had on its community is not in doubt. People of all ages and backgrounds regularly return to Hosmer to speak eloquently of the Hosmer they remember and tell how it helped to shape their lives. Successful authors and business people testify how their interests and skills were stimulated by the library; new college graduates tell how the library opened their eyes to possibilities only dreamt of. Mothers, some now grandmothers, recall memories of story times which instilled the love of books in young minds, and turned both parent and child into lifelong learners. Newly employed workers return to say that without the information received at the library "I don't know if I would have been offered the job!"

The Minneapolis Public Library System is invested in the Hosmer neighborhood. With the largest renovation and expansion of this facility since its original ground breaking, the public library is recommitting itself to the neighborhood it serves. Hosmer exists to meet the community's information, recreational and educational needs—from those of the youngest toddler to the oldest patron. All are provided with the best resources, made available free of charge, enabling each to achieve his or her highest potential.

These are exciting times at Hosmer Community Library. It is also a time when neighborhoods have an opportunity to take part in shaping the resources and services the new library will be able to provide. This strategy is intended to use Central NRP funds for the development of a *computer resource center* at Hosmer Community Library. By doing so, the NRP will strengthen library services and resources in a way that will bring numerous advantages and additional resources to the community both serve.

With the provision of electronic resources available for free public use, the new Hosmer would serve as a primary source of access within the community to the tools and skills needed for this information age. The public library is the natural link between electronic resources and the traditional print and related media resources.

The Apple IIGA computer owned by the library is outdated and worn, but it still receives continuous use for word processing and educational entertainment. A new computer resource center will equip the library for the neighborhood's electronic information needs for the future and provide a vital access point to link all to the information highway. Hosmer would serve as the great equalizer in providing free access to new electronic information resources such as worldwide newspapers, magazines, journals and tailored information data banks currently not available at Hosmer.

Lifelong learners and students of all ages will utilize the resource center for interactive self-directed learning programs and have the capability of drawing upon a veritable feast of computerized information resources. Internet use, CD-ROM products, desktop publishing and the potential of e-mail will bring Hosmer and its community technologically into the next century. With additional staff, programs could be created to meet diverse patron needs. Examples might include introductory classes on the PC, DOS and Windows, desktop publishing and its potentials, keyboarding skills

development and career development tools. The Minnesota Career Information System is a CDROM product which contains a skill identification component, an entrepreneurship component and information on college and university programs of study.

The present facility is 8000 square feet, the expansion will add an additional 4700 square feet and an offstreet parking lot. \$450,000 of capital improvements funds have been approved in the 1995 City budget for the design phase of the project. The design phase consists of schematic designs, architectural and engineering, drawings, interior design elements, and contracting. The architectural firm of Meyer, Scheier and Rockcastle has been selected. The 1996 and 1997 proposals for Capital Long-range Improvement budget will include \$2.1 million to support the construction and interior renovations. The projected completion is in 1997.

In 1992-93, a series of community meetings and focus groups were held related to the feasibility of an expanded and renovated Hosmer Library. This information resulted in potential options on the expansion of the building:

Project start up costs for 1997 would result in the Hosmer Learning and Technology Center being fully staffed and ready for community use at the library's reopening, which is tentatively scheduled for the spring of 1997. Continuation costs would provide for the needed staffing and operational needs of the Learning and Technology Center and Hosmer for 1998 and 1999 fiscal years. During these three years Hosmer's Learning Center would have the time to become established as part of the community's resource network. These three years will also provide ample time to monitor and evaluate the use and needs of both the community and the Learning Center itself.

The expansion and renovation of Hosmer Community Library provides the NRP with the opportunity to create a partnership with the library that will provide everyone with access to the information

technologies needed in today's world. The library is free and open to all. It is an effective and efficient resource for the community, and with the electronic resource center, Hosmer will be able to expand and enhance its services to the community. To insure that the center continues into the future as a viable community asset, the Library and Community view this Learning Center as a joint project and need to work cooperatively in partnership to explore all possible avenues to ensure funding of the project into the distant future.

### **Implementation**

*CNIA* will provide staff and organizational support to 1) involve community input into the space and program design, 2) provide information to the community about Hosmer Library resources, and 3) work with the Library to secure additional funds for future year operations.

*Minneapolis Public Library* will 1) continue to work with the community on space and program design, 2) seek additional operating funds for future years, and 3) administer the necessary contracts.

### **Resources**

The estimated costs for the center, including electronics, instructional equipment, support and staffing needs are:

#### **1997 BUDGET COSTS**

Electronics (,does not include costs for study carrels):

18,000	6 PCs with color monitors, mice, fax modems, ear phones, and cd rom capability; IBM & Apple compatible
7,000	good printers with soundproofing

For Instructional use:

2,000 LCD projection panel  
 700 overhead projector  
 250 mobile cart

resumes, job searches, vocations,  
 computers, educational resources

Support costs:

500 service and repair contract  
 500 supplies: paper, ink jets, cleaners,  
 etc. dedicated telephone lines for  
 modems, support services e.g. 1-  
 800-SOS-APPL, and telephones  
 5,000 various software packages  
 5,000 on-line subscription services  
 & teleconnect charges  
 1,000 Minnesota Career &  
 Information Services  
 subscription (annual)  
 1,800 ergonomic desk chairs, six at  
 \$350 each  
 5,000 books & magazine subscriptions to  
 support user needs in areas of  
 resumes, job searches, vocations,  
 computers, educational resources.

Staff support:

3,000 training for library staff  
 26,850 additional staff, 1 fte, salary &  
 benefits (hourly wage of \$13.20  
 plus 13% for benefits)  
 Total \$38,887

1998 BUDGET COSTS

Support Costs:

500 service and repair contract  
 500 supplies: paper, ink jets, cleaners,  
 dedicated telephone line  
 2,000 various software packages  
 5,000 online subscription service and  
 teleconnect  
 1,000 Minnesota Career Information  
 System  
 2,500 books and magazine subscriptions  
 to support user needs in areas of

Staff support:

27,387 1 fte, salary & benefits (hourly  
 wage of \$13.46 plus 13% for  
 bebenefits includes 2% increase in  
 wages)  
 Total \$38,887

1999 BUDGET COSTS

Support Costs:

500 service and repair contract  
 500 supplies: paper, ink, jets, cleaners,  
 dedicated telephone line  
 2,000 various software packages  
 5,000 online subscription service and  
 teleconnect  
 1,000 Minnesota Career Information  
 Services  
 2,500 books and magazine subscriptions  
 to support user needs in areas of  
 resume, job searches, vocations,  
 computers, educational resources

Staff support:

27,934 1 fte, salary & benefits (hourly  
 wage of \$13.74 plus 13% for  
 benefits- includes 2% increase in  
 wages)  
 Total \$39,434

Projected 3 year total for Hosmer Learning and  
 Technology Center is \$157,310.

Years	NRP Funds	Other
1997	\$38,960	\$40,000
1998	\$38,900	
<u>1999</u>	<u>\$39,450</u>	
<b>Total</b>	<b>\$117,310</b>	<b>\$40,000</b>

The resource commitments does not include the capital and operating commitments of the Library Board to the expansion and renovation. The Other source of funding comes from the Bryant Neighborhood Action Plan which has directed \$40,000 of NRP Funds to support the Hosmer Library's computer center.

**NRP Statute:** Public Facilities, Education

### STRATEGY B2.

#### **Provide support to Mount Olive's tutoring Program.**

The Mount Olive Church's Human Services Program operates the "Way to Goals" tutoring program. The program is held on Tuesday nights from October 1 thru the end of May. Around 20 young people from the 3rd to the 6th grades are served and adult volunteers provide one to one tutoring assistance for one hour with a half-hour set aside for activities.

Student outreach is accomplished by working with the area schools.

Working through Minneapolis Community Education NRP Funds will be used to help expand the education program.

#### **Implementation**

*Community Education* will administer the necessary contracts.

*Mount Olive* will contract with Community Education to provide educational services to the community.

*CNIA* will 1) monitor outcomes of the educational services and 2) provide information to the community on the educational opportunities.

#### **Resources**

The program's operating budget is estimated at \$3,300. \$1000 is budgeted for transportation utilizing the Pillsbury House van and \$2300 is budgeted for supplies and other operating costs. The 1995-96 program year is covered through donations by Nativity Lutheran Church and Mt. Olive Church.

NRP Funds will used to cover transportation costs.

<b>Years</b>	<b>NRP Funds</b>	<b>Other</b>
1996	\$1,000	\$2,300
1997	\$1,000	\$2,300
1998	\$1,000	\$2,300
1999	<u>\$1,000</u>	<u>\$2,300</u>
<b>Total</b>	<b>\$4,000</b>	<b>\$9,200</b>

The private, public, philanthropic resources are not totally committed. Mt. Olive Church is expected to contribute a portion of funds each year. The remaining funds will be raised through outside sources.

**NRP Statute:** Education

## STRATEGY B3.

### **Provide support to the Park Avenue Computer Learning Center**

The Park Avenue Computer Learning Center first opened its doors to the youth and adults of the neighborhood in 1989, functioning primarily as a walk-in center where youth grades K-8 could receive individual instruction on computers. In 1990, the Center started a one-on-one tutoring program, pairing college volunteers with neighborhood children.

In 1991, programs expanded again, with the Center becoming involved in the Sanford/NSP Mini-School program, targeting high truancy junior high school students. That year the Center also began a cooperative alliance with the Wilder Community Education After School program.

The Center itself is located in a remodeled 100-year old duplex at 3409 Oakland Avenue South. There are 33 workstations on site, offering students access to both IBM and Macintosh computers.

Working through Minneapolis Community Education NRP Funds will be used to maintain and enhance these unique educational services for the community.

The programs at the Computer Learning Center are design to:

- \* Improve the job skills and work preparedness of youth and adults,
- \* Improve school attendance and the rate of graduation among youth who participate in Center programs.
- \* Raise the self-esteem and confidence level of program participants
- \* Provide a safe, nurturing place for after school learning activities for youth.

Over 500 youth and 120 adults will participate in programs at the Computer Learning Center in 1995. Ninety percent of these participants will come from the immediate neighborhood. 60 percent of them will be persons of color.

The following programs are currently offered at the Park Avenue Computer Learning Center:

#### Sanford/NSP Mini School

This program focuses on chronically tardy or absent youth who attend Sanford Middle School. On average, students have improved their school attendance from 45% to 80% because of their participation in the program.

Classes are structured to keep the interest of youth who have had difficulty functioning in the traditional classroom setting. Real-life problems and projects are used to help students master basic skills. Youth attend one hour/day, 2-3 days per week. Classes are small and, as a result, students receive more individualized attention and are held more accountable by their peers.

#### Enrichment Programs for Wilder Fundamental School

Approximately 120 youth from the Laura Ingalls Wilder Elementary School come to the Computer Center every day as a part of their school day. The program teaches youth practical problemsolving skills and provides them with additional access to computer learning.

#### S.N.A.P. (Students Nurtured Academic Progress)

This program pairs neighborhood children with a local college student who serves as a caring adult role model and assists the child with academic growth and development. Estimate 25 adults and 25 youth will participate in 1995.

#### After School for Kids

Provides programs for neighborhood children in reading, writing, math, computer literacy and completion of homework. Classes are offered in 5-week sessions six times a year.



### Adult Programming

Approximately 120 adults will complete courses at the Computer Center in 1995. Over 70% of the adults who have received training at the Center have improved their job situation, either by getting a job or by advancing in a job category. Courses are offered to adults in basic computer operation as well as in the use of office software.

The Park Avenue Foundation was founded in 1985 to serve as an umbrella organization for the community outreach programs of Park Avenue United Methodist Church. Park Avenue Church has a long standing tradition of providing services to its neighbors, regardless of their religious affiliations. The development of the Foundation provided greater opportunity to secure resources for these programs and also has served as a catalyst for the development of new programs.

In addition to the Computer Learning Center, the Park Avenue Foundation currently sponsors the following programs: Park Avenue Urban Summer Program; Park Avenue/St. Mary's Clinic; Cornerstone Ministries.

### **Implementation**

*Community Education will* administer the necessary contracts.

*Park Avenue Foundation will* contract with Community Education to provide educational services to the community.

*CNIA* will 1) monitor outcomes of the educational services and 2) provide information to the community on the educational opportunities.

### **Resources**

NRP Funds will be used to help support the program costs of the Computer Learning Center over the next five years.

The estimated projected budget is \$60,000 per year. Personnel related expenses represents @ 60% and nonpersonnel 40% of the operating budget.

Years	NRP Funds	Other
1995	\$10,000	\$50,000
1996	\$10,000	\$50,000
1997	\$10,000	\$50,000
1998	\$10,000	\$50,000
1222	<u>\$10,000</u>	<u>\$50,000</u>
Total	\$50,000	\$250,000

Foundation/corporate grants will fund the balance of the operating budget. Other government grants and program fees represent only @ 5% of the program revenues.

**NRP Statute:** Education

## STRATEGY B4.

Youth and Family Plan

### Provide support to expand the Horizons Youth Level 1 Program.

The Horizons Program provides academic support and enrichment opportunities which includes personal growth to participants who are elementary through high school.

Horizons Youth Level 1 Program includes:

- Educational Support: one-to-one tutorial support in Math, Reading and Writing
- Enrichment Opportunities: arts and crafts, chess and field trips
- Personal Development: sex and drug education, mediation and conflict resolution skills building, volunteering opportunities through community involvement.
- Computer Learning and Skills Strengthening: computer introduction, typing and word processing.
- Theater: dance, acting and music

Working through Minneapolis Community Education this strategy will help support the expansion of these services to weekend hours and to include more program participants and family members.

The current number of youth participants is 45. Horizons will increase the number of youth participants from 45 to @ 60; involve parents/guardians in Horizons programs; and extend program services from five to six days per week.

### Implementation

*Community Education* will administer the necessary contracts.

*Sahathani Community Center* will contract with Community Education to provide educational services to the community.

*CNIA* will 1) monitor outcomes of the educational services and 2) provide information to the community on the educational opportunities.

### Resources

NRP Funds will used to cover costs to support the expansion and operation of the computer lab.

Years	NRP Funds	Other
1995	\$2,000	Existing
1996	\$2,000	Existing
1997	\$2,000	Existing
1998	\$2,000	Existing
1242	<u>\$2,000</u>	Existing
<b>Total</b>	<b>\$10,000</b>	

**NRP Statute:** Education

## **OBJECTIVE C.**

Increase the sense of responsibility, work skills and leadership of youth from the Central neighborhood.

## STRATEGY C1.

**Provide support to Two or More, Inc.'s Youth Services Network to enable them to work with 8-10 Central youth between the ages of 14-19.**

Two or More, Inc. is job skills and leadership development organization that has employed and trained over 200 youth in the City of Minneapolis since its beginning in 1989. The goal of Two or More is to help young people in the inner city of Minneapolis develop self-management skills, workplace readiness skills, and leadership skills that enable them to act as capable, productive, and responsible citizens.

Two or More offers youth an opportunity to work on visible projects in their communities. They earn income, while making a positive and lasting impact that adds value to the community, as well as strengthening the connection with neighborhood residents as a **part** of the community service component. In addition, they form significant relationships with their mentors/supervisors, who are typically African-American men from the community.

Working through the Minneapolis Employment and Training Program this strategy will provide NRP Funds to Two or More, Inc. in order for them to include a specific Central neighborhood component within their Summer Youth Services Network Project over the next five years. The Summer Youth Services Network Project will include three components: the Summer House Painting Project, the Green Chair Project, and the Leadership Development Program.

The Summer House Painting Project utilizes youth to paint the houses of residents who have received citations from the City Inspections office, but can't afford to have their houses painted. For

the most part. they are elderly, physically disabled. and others who qualify under income guidelines set by the City of Minneapolis. The houses are painted at no cost to the homeowner.

Once Two or More accepts a job it is assigned to one of the work crews which consist of 5 to 6 young people and are supervised by an adult mentor. Two or More pays wages above the normal job rates. Wages begin at \$5 per hour and students get pay raises for returning each year.

The Green Chair Project began three years ago when artist Joel Sisson - in response to the theft of his lawn chair - constructed and placed 100 Green Adirondack chairs in the front yards of a twoblock stretch of his south Minneapolis neighborhood. The unique production of these chairs involved over 30 neighborhood youth - many whom are gang members - working together for three months in Joel's backyard. Summer 1995, with the assistance of Forecast Arts, a citywide collaborative built 1000 chairs at Urban Ventures, setup a public art display at the State Capital, and found homes for all the chairs.

The long-term impact of this effort, and its potential to continue as a viable youth work program is significant. A "Green Chair" kit and instructional video are available demonstrating how other could mass produce the chairs. Interest has already been expressed by the Minneapolis Jaycees and their new Youth Networks program.

A unique feature of the Youth Services Network is the Leadership Development Program. Summer participants spend four days on work sites and one day receiving leadership, business, and personal development classes. The core elements of the curriculum are 1) Individual Capacity Building, 2) Motivational Speakers, 3) Leadership Training, 4) Entrepreneurial Concepts, and Remedial Education. Extension activities of the curriculum are 1) Radio Programming and 2) Community Service.

## Implementation

*Two or More* will contract with METP to provide Central youth with job and leadership development skills.

*METP* will administer the necessary contracts.

*CNIA* will 1) monitor outcomes of the program, and 2) provide information to the community on the program.

*Hennepin County* will utilize County NRP Funds to support the program in 1996 and 1997.

### Resources

The 1995 funds have been approved as "early access" funds through the Central NRP. The sources for the 1996 and 1997 funding is expected to be through Hennepin County utilizing their NRP Funds. 1998 funding will be through Central's NRP Funds.

Years	NRP Funds	NRP Funds
1995	\$34,500	\$34,500
1996	\$25,000	\$25,000
1997	\$25,000	\$25,000
1998	<u>\$25,000</u>	<u>\$25,000</u>
<b>Total</b>	<b>\$59,500</b>	<b>\$59,500</b>

**NRP Statute:** Education

## STRATEGY C2.

### **Provide support to the Minneapolis Kids Project to enable them to work with 10-12 Central youth between the ages of 10-13.**

The Minneapolis Kids Project is a program of the Inner City Youth Collaborative which is comprised of the Phyllis Wheatly Community Center, Two or More, Inc., Whinier Alliance, Longfellow Community Council, Lyndale Neighborhood Improvement Association and the Glendale Resident Management Corporation. The Collaborative began in 1993 and recently incorporated as a nonprofit 501(c)(3) organization. The Board of Directors is comprised of representatives from each of the member agencies. The Board and its committees meet monthly to discuss program policies and objectives, fundraising strategies, and finances:

Working through the Minneapolis Community Education Program this strategy will provide NRP Funds to the Minneapolis Kids Project in order for them to expand and include a specific Central neighborhood component within their program over the next four years.

The Minneapolis Kids Project is a youth outreach and education project targeted for youth ages 10 - 13 who are especially vulnerable to the possibility of dropping out of school and engaging in illegal behaviors. Primary goals of the project are to provide participants with an understanding of the value of an education and a vision of themselves as successful business men and women. These goals are accomplished by proving young people in the program with the opportunity operate a candy vending machine business. As a part of their business training, program participants do the following: learn and apply business concepts; make sales presentations to businesses requesting their cooperation; conduct market surveys, analyze

vend sizes, and track inventory; develop financial statements and manage a checking account; and have hands on experience managing and servicing the machines.

Youth also receive academic and leadership training. Staff work with youth and teachers to identify areas in need of academic improvement and then design individual plans to meet these needs.

Business activities such as writing letters, tracking costs and profits, and making business presentations reinforce academic skills. Leadership training consists of workshops by motivational and crime prevention speakers, conflict resolution training, activities that encourage team work, and volunteer projects in the community.

Youth will: a) participate in weekly classes to learn business management skills and to apply reading, writing and math skills to business practices; b) demonstrate improvement in reading, writing, and math on pre and post tests administered at the beginning and end of the program; c) gain business skills through weekly participation in a vending business; participate in a weekly team building recreational activities; d) participate in rotations of leadership roles; e) participate in weekly peer evaluations; f) participate in leadership workshops; g) 30% will participate in a Youth Advisory Council.; h) participate in workshops on the consequences of illegal activities; i) receive conflict resolution training; j) plan antidrug/crime events; and k) participate in community service projects.

Activities are offered every day after school and throughout the summer. The proposed program design for Central is: Monday - Leadership; Tuesday - Business; Wednesday - Machine Operations; Thursday - Academics; and Friday - Recreation/Field Trips.

The timeline for setting up a Minneapolis Kids Project site in Central includes: a) identifying funding sources (March-August, 1995); CNIA

joins Inner City Youth Collaborative and designates a representative to serve on the Board of Directors (July, 1995); Program Director and CNIA secure a class location (July, 1995); Program Director hires a site coordinator to work with youth (August, 1995); Site Coordinator recruits 10-15 youth from the neighborhood, obtains program supplies, plans activities (August, 1995); begin classes and activities (September, 1995); and vending business is operating within 8 weeks of program start (November, 1995).

CNIA's responsibilities as a member of the Inner City Youth Collaborative requires being actively and regularly involved in the program. Although the time commitment is usually limited to five hours per month, it is an integral part of the program's success within the neighborhood. As a member of the Collaborative CNIA would have the following responsibilities: 1) attend Board of Directors and Committee meetings; 2) assist staff with recruitment of kids and volunteers; 3) assist staff in securing a classroom/activity location; 4) promote the program within the Central neighborhood; 5) work with staff to develop fundraising strategies, identify funding sources and potential conflicts, and participate in site visits; and 6) articulate how program fits into CNIA's organization and goals.

### **Implementation**

**Mpls Kids Project** will contract with Community Education to provide Central neighborhood with youth outreach and educational services.

**Community Education** will administer the necessary contracts.

**CNIA** will 1) monitor outcomes of the program, and 2) provide information to the community on the program.

## Resources

Estimated Budget for Cental Neighborhood  
Minneapolis Kids Project Site:

### Personnel

12,000	Site Coordinator (20 hours per week)
2,800	Teacher (4 hours per week)
1,133	FICA
219	Workers Compensation
325	Unemployment
1,800	Health Insurance

### No personnel

850	Vending machines and supplies
300	Program supplies
2,000	Transportation
700	Special Events
150	Copying
TOTAL	\$22,227

<b>Year</b>	<b>NRP Funds</b>	<b>Other</b>
1995	\$22,277	
1996	\$22,277	
1997	\$22,277	
1998	\$22,277	
<b>Total</b>	<b>\$89,108</b>	

**NRP Statute:** Education

## OBJECTIVE D.

Increase park and recreational services  
for children and youth.



## STRATEGY D1.

### **Support the purchase and development of Urban Venture's HOMEFIELD complex.**

Urban Ventures is a nonprofit community development corporation committed to rebuilding the lives and neighborhoods of inner-city residents through value-based programs of economic development, job creation, family revitalization and indigenous youth leadership training.

Urban Venture's belief is that these goals are closely entwined and will not be sustainable unless we simultaneously work to raise up a new generation of leaders from today's young people. To that end, Urban Ventures is establishing the HOMECOURT Youth Leadership Center.

Urban Ventures has, currently, a very successful and extensive athletic program for inner-city youth, the Urban Stars Athletic Club. The athletic club involves over 600 kids in programs of basketball, soccer, baseball and camps. The goal of these programs goes well beyond athletics. Coaches Corner, and Women of Destiny are unique opportunities for coaches and players to discuss how lessons learned through athletics can be applied to the challenges of daily life.

What is missing from this equation is a permanent, dedicated facility within the community from which to implement not just the athletic club, but an entire curriculum of youth leadership development and training.

The HOMECOURT Youth Leadership Center will address that need and accommodate both an expanded athletic program and a very programmed and intentional youth leadership application.

The HOMECOURT Youth Leadership Center will consist of three major elements:

- 1) HOMECOURT -bubble-enclosed facility for basketball, volleyball, paddle ball, and in-line roller hockey;
- 2) HOMEFIELD - outdoor athletic fields for football and soccer; and a
- 3) Programming Complex - an enclosed building attached to the HOMECOURT facility to include offices, changing rooms, bathroom facilities, viewing stands, snack bar, storage area and meeting rooms.

This strategy specifically targets the HOMEFIELD facility.

Urban Ventures currently owns five lots located at 2901-2917 Clinton Avenue South. This property is the site Urban Ventures has identified within the Opportunity Zone for the HOMECOURT Complex.

NRP Funds would be used to help Urban Ventures purchase four other contiguous parcels of land for the HOMEFIELD site. These four parcels are also adjacent to the currently owned land. These properties are owned by C.M.C. Heartland Partners. They are bordered by Clinton Ave, Fourth Ave, Fifth Ave, and 29th Street. The properties adjoin Honeywell to the north and the recently acquired Hennepin County Railroad Authority properties to the south.

The acquisition of these properties together with the donation of the property at 2900-2916 4th Ave would complete the land requirement, and allow Urban Ventures to proceed with the development of the Leadership Center.

The location of the proposed facility is in the Phillips neighborhood. District 1 of People of Phillips has endorsed the HOMEFIELD proposal.

The State Statute governing the expenditure of program money relating to the proposed use is:

*"to rehabilitate or construct public facilities necessary to carry out the purpose of the program, "*

This will be a privately-owned facility, therefore current law does not permit the use of NRP funds. NRP statute 'amendments initiated in Spring 1995 but dropped from the City's legislative package would have changed the language to:

*"acquire, rehabilitate, physically maintain or construct facilities necessary to carry out the purpose of the program. "*

This change would help facilitate the use of NRP funds for the proposed activities. All indications were that this change was acceptable.

The appropriation timeline is scheduled for 1996 to allow for the NRP amendment to proceed in the next legislative session. If this does not occur, the second option will be to pursue public acquisition of the site. If the first or second option does not become a reality, the final option will be to reallocate the NRP Funds to permitted uses.

**Resources**

\$50,000 of NRP Funds would be used to purchase the four properties owned by C.M.C. Heartland Partners. An additional \$250,000 is being raised to develop the soccer and football fields plus additional programming.

Years	NRP Funds	Other
1996	\$50,000	\$250,000
1997		
<b>Total</b>	\$50,000	\$250,000

**NRP Statute:** To Be Determined

**STRATEGY D2**

**Complete the development of the Richard Green School/Central Gym grounds and improvements.**

Plans during the construction of the school and gymnasium were to extend the playground area to the west. However, due to a shortfall of funds during construction these plans were not completed.

This strategy is intended to move the proposed development forward by combining the following resources - the Park Board funds which are set aside for property acquisition, the NRP Funds identified below, and the potential for the area block clubs to dedicate NRP Funds from the Central Block Leverage Funds to these activities.

**Implementation**

CNIA will provide staff and organizational support to 1) work with the Park Board, School Board, and MCDA on completing the expansion, and 2) provide information the area blocks on the expansion plan for their consideration in development of their block improvement plans.

**Park Board** will 1) work with CNIA, the School Board, and the MCDA on completing the expansion, and 2) administer the appropriate contracts.

**School Board** will 1) work with CNIA, the Park Board, and the MCDA on completing the expansion and 2) administer the appropriate contracts.

**MCDA** will 1) work with CNIA, the Park Board, and the School Board on completing the expansion and 2) administer the appropriate contracts.

**Resources**

\$80,000 of NRP Funds will be allocated for expansion activities. \$250,000 has been set-aside by the Park Board, and an amount to be determined may be targeted by area block clubs for expansion activities.

Years	NRP Funds	Other
1995	\$80,000	\$250,000
1996	TBD	
1997	TBD	
<b>Total</b>	\$80,000	\$250,000

**NRP Statute:** Public Facilities

identified below.

Provide children and adults with opportunities to prepare for school, work and parenting and for constructive activities.

**STRATEGY D3.**

**Add a multi-purpose room to Central Gym.**

Although the co-location of the school and gym is intended to function like community center, the community needs space at Central Gym that is conducive to group meetings and less-than-active activities, and that would not disrupt or be disruptive to the school environment.

CNIA will provide leadership to enter into dialogue between the Park Board and the neighborhood, with the desired outcome that a multipurpose room addition be scheduled in the City's capital improvement program.

**Implementation**

**CNIA, Park Board, and School Board** will work cooperatively to explore feasibility and financial resources.

**Resources**

To Be Determined

**NRP Statute:** Administrative

**STRATEGY D4.**

**Revitalize Sabathani Community Center's playground.**

Block meetings held in the summer of 1994 identified a problem about not having adequate outdoor recreation facilities for youth and families in the southwest area of the neighborhood. Sabathani Community Center provides the area with the physical space to address this need because they have the land and the commitment to maintain a playground. The play area at Sabathani Center is outdated and perceived as unsafe.

A playground committee has been set up at Sabathani Community Center involving the Seed Academy, Powderhom Family Network, Early Childhood and Family Education and Horizons. The committee has been facilitated by the Sabathani building manager and has researched and developed design specifications, and analyzed costs.

**Implementation**

**CNIA** will 1) help seek funding to accomplish the playground improvements, and 2) help facilitate resident input.

**Sabathani Community Center** will 1) seek funding to accomplish the playground improvement, and 2) assume the annual operating costs associated with the playground.

*Two or More, Inc.* will participate as part of their community service component to their Youth Service Network

**Resources**

Total estimated capital costs for equipment, demolition, masonry, excavating, fencing, equipment installation, and clean up and removal is \$70,000. Estimated costs for weekly maintenance, insurance, and annual replacement and upkeep is \$8,400.

Sabathani Community Center will provide \$10,000 towards the capital costs and \$8,400 annually for operating expenses.

Years	NRP Funds	Other
1996		\$78,400
1997		\$8,400
1998		\$8,400
1999		<u>\$8,400</u>
Total		\$103,600

**NRP Statute:** Administrative

**STRATEGY D5.**

**Support youth athletic teams.**

The neighborhood is experiencing renewed interest and participation in athletic teams which provide physical education opportunities for both boys and girls at the Central Gym

Working through the Youth Coordinating Board NRP Funds will be directed to help cover costs associated with fielding teams. The funds would be initial seed money to be channeled to an Athletic Council which will be formed. The Council will be responsible for raising funds to support the activities in 1998 & 1999.

**Implementation**

*Youth Coordinating Board Richard Green Elementary School* will asked to administer the necessary contracts.

*Athletic Council* will 1) contract to provide services, and 2) secure additional funding sources.

**Resources**

Years	NRP Funds	Other
1995	\$10,000	
1996	\$5,000	
1997	\$5,000	
1998		A Council
<u>1999</u>		A Council
<b>Total</b>	\$20,000	

**NRP Statute:** Education

## STRATEGY D6.

Youth and Family Plan

### **Assist in providing youth with experiences that are outside the neighborhood.**

Working with the Minneapolis Community Education, a program will be developed and implemented utilizing existing youth camps. Youth serving agencies would work together to identify neighborhood youth who are interested in attending a week-long summer camp.

#### **Implementation**

*CNIA* will help facilitate program design discussion with Community Education and youth serving agencies.

*Community Education* will administer the necessary contracts.

*Sabathani Community Center* will contract with Community Education to coordinate the program.

#### **Resources**

NRP Funds would be used to cover transportation and other costs associated with the summer youth camp.

<b>Year</b>	<b>NRP Funds</b>	<b>Other</b>
1996	\$2,000	
1997	\$2,000	
1998	\$2,000	
1999	\$2,000	
<b>Total</b>	<b>\$8,000</b>	

**NRP Statute:** Education

