

**MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM**

**POWDERHORN PARK  
NEIGHBORHOOD ACTION PLAN**

**Date Adopted by the Policy Board: November 14, 1994**

**Date Adopted by the City Council: December 16, 1994**

**Document Number: 94-399M**

POWDERHORN PARK NEIGHBORHOOD  
NEIGHBORHOOD REVITALIZATION PROGRAM

**ACTION PLAN**



Powderhorn Park  
Neighborhood Association  
and the  
Powderhorn Park  
Neighborhood Revitalization Project

City Council Approval  
12-16-94

*Powderhorn Park Neighborhood  
Neighborhood Revitalization Program  
Action Plan*

Submitted by the  
Powderhorn Park Neighborhood Association  
and the  
Neighborhood Revitalization Project  
September 29, 1994

Approved by the  
NRP Implementation Committee  
October 27, 1994

Powderhorn Park Neighborhood  
Neighborhood Revitalization Program  
Action Plan

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## INTRODUCTION

The Powderhorn Park Neighborhood Revitalization Project began, as with all great endeavors, with the creation of a committee. Out of this bureaucratic beginning, however, grew an effort that involved hundreds of neighborhood residents debating, defining, and ultimately deciding on a vision for the future of our neighborhood and the goals, objectives and strategies necessary to achieve that vision.

Throughout this entire process we were committed to the values of respect, diversity, family, unity, community well-being and safety. These are the threads that run through all of the actions proposed in this plan. These actions cannot be seen as a collection of individual strategies, but rather an inter-related collection of the actions necessary to rebuild and revitalize the community and its infrastructure.

This document is more than just the culmination of a lengthy and difficult planning process, it is a blueprint for the future of our neighborhood. Ahead of us lies the difficult challenge of implementing the ideas articulated in the plan. The planning process has laid the groundwork for us to work together as a community. After all, this neighborhood belongs to all of us. And all of us are responsible for what happens to it.

### Powderhorn Park Neighborhood



Powderhorn Park Neighborhood  
Neighborhood Revitalization Program

## Vision Statement

**W**e envision the Powderhorn Park neighborhood as a mutually supportive community where each person feels a sense of belonging and is valued. Its focal point is a renewed Powderhorn park, a safe, common ground where people meet, recreate and celebrate. It is a place where people can be alone, renew and find new relationships, and become attuned to the earth.

We envision a neighborhood where children grow healthy and loved into adulthood, making their future homes in our community. It is a place where families of all types are supported and strengthened. Its streets and alleys are safe, and its properties are attractive and well cared for.

We envision a neighborhood that welcomes and incorporates people from all classes and races, where people are able to find housing, employment, and support services equal to their needs.

We envision a neighborhood with a vital business life where people from the neighborhood work and shop, and where youth and other people are supported in their efforts to develop the skills for jobs that provide living wages.

It is a place where all are encouraged to use their creative talents to build community and improve our shared environment, and where we are enriched by the history and diversity of arts in our community.

# **BACKGROUND INFORMATION**

Neighborhood Description  
NRP Work Plan Process

## NEIGHBORHOOD DESCRIPTION

The Powderhorn Park neighborhood, located in south Minneapolis, is bounded by Lake Street on the north, 38th Street on the south, Cedar Avenue on the east, and Chicago Avenue on the west. The heart of the neighborhood is a large scenic park which offers many recreational resources to the community.

The neighborhood was annexed to the city in 1887. By 1893 there was scattered residential development north of East 35th Street along the Chicago Avenue streetcar line. Widespread residential development in the Powderhorn Park neighborhood began in earnest after the depression of 1893, with the building of single- and two-family structures. Virtually all of the neighborhood was built by 1920, prior to the adoption of a zoning code in 1924.

Commercial development in the neighborhood also followed the streetcar routes with businesses first locating along Lake Street (Sears and Automobile Row) and Chicago Avenue, and later along Bloomington and Cedar Avenues and 38th Street.

Powderhorn Park neighborhood is a great place to live for many reasons. People live in the neighborhood because they enjoy the diversity. People of color comprise 34% of the community, compared to 21% for the city as a whole. People live in the neighborhood because they enjoy the beauty of Powderhorn Park and the sense of community created by the activities that occur there: ice skating, May Day, bird watching, fishing, the July 4th event, Powderhorn Festival of the Arts, and many others. People live in the neighborhood because there is a true sense of community here. At one neighborhood NRP meeting, participants declared that Powderhorn Park was more than a neighborhood: "Powderhorn Park - it's a way of life!"

There is also Powderhorn by the numbers. According to the 1990 census, 7,864 people live in the Powderhorn Park neighborhood. Our median household income is \$16,323. Almost one-quarter of families, and 38% of those under the age of 18, live below the federal poverty line. Of these families, 80% are female-headed, single parent households. Ten percent of residents in the labor force are unemployed; that rate rises to 49% for those residents who did not graduate from high school.

The racial composition of the neighborhood is: 68% European-American; 19% African-American; 9% Native American; 4% Asian-American. Children under 15 years of age make up nearly 25% of the population. People of color are more strongly represented in the younger age groups.

There are 1,948 housing structures (3,429 housing units) in the neighborhood; 16% of these are rated by the City as substandard. Currently, almost 60% of the renter households in the neighborhood are living in unaffordable housing. There are estimated to be over 100 households that are in need of three or four bedroom housing units, but are living in smaller units. Almost 40% of the neighborhood's housing units are zero or one bedroom. Owner-occupied housing makes up 67% of the neighborhood's housing structures. However, only 7% of the owner-occupied units are owned by people of color.

## NRP PLANNING PROCESS

Powderhorn Park neighborhood was selected to participate in the NRP process in December, 1991. Beginning in January, 1992, the PPNA newsletter and neighborhood press announced monthly meeting of any and all persons interested in participating in the NRP process. From these meetings the NRP Planning Committee came into being.

A survey was designed and delivered to every household to elicit responses which would be helpful in framing the NRP work plan. Over 380 surveys were received from approximately 360 households. Surveys were mailed in, completed at block club meetings, or collected at neighborhood functions, including a pancake breakfast held by the PPNA Board in March 1992. Respondents, while predominantly European-American, also included African-Americans, Native Americans, and Asian-Americans. Tabulation of the results of the surveys was completed in March 1993. It was felt that additional input was needed. Door-knocking results, block club meetings, and neighborhood functions were used to gather additional input from a larger pool of residents.

To further clarify the neighborhood's issues and priorities, six focus groups were organized and convened in April and May of 1993 to solicit input from (1) people of color, (2) gays and lesbians, (3) renters, (4) elderly, (5) youth, and (6) physically-challenged residents. Over 75 people attended one of these meetings, with a couple of focus groups meeting twice.

The NRP Workshop phase began with a neighborhood-wide celebration which was attended by well over 100 people. People signed up for Action Working Groups (AWGs), ate southern fried chicken and listened to a jazz band. A couple of weeks later, we held a potluck dinner and AWG orientation and training session. With over 40 people in attendance, the first meetings were scheduled for each of the six AWGs: Housing and Renters, Public Safety, Arts and Culture, Family and Youth Services, Park and Environment, and Economic Development. In August 1993 these groups began to meet. The Steering Committee continued meeting on a weekly basis along with most of the AWGs

Over 80 residents attended a neighborhood meeting in December 1993 to discuss the first draft of our plan, ask questions, and approve the three identified Early Access proposals: a home improvement grant and down payment assistance program (\$325,000); the development of an economic development action plan for Lake Street (\$175,000); and an arts and culture community building program (\$68,200).

## COMMUNITY BUILDING AND COMMUNITY SAFETY

(  indicates a strategy that has been identified as a priority;  
  indicates a priority requiring NRP funds.)

Total Request for This Section:

**NRP—\$660,400**

Other Source—\$1,778,200

**Purpose:** *It is our purpose to help all neighborhood residents feel that they are a part of the community, supported and valued by the community and safe in the community. We will achieve this by creating opportunities for all neighborhood residents to work and create together. By building a sense and strength of community, we will improve our quality of life, enhance our individual creativity and self-worth, and build a bridge of trust and understanding among the many cultural, racial and economic groups in our neighborhood.*

**GOAL #1: TO CREATE IN POWDERHORN PARK NEIGHBORHOOD A SENSE OF COMMUNITY, WHERE PEOPLE FEEL WELCOME, SAFE AND PROUD TO LIVE.**

**Objective 1: Revitalize and expand the existing block club structure to function as a personal communication network which welcomes and involves all residents and generates cooperative social, educational and problem-solving activities.**



**Strategy 1:** PPNA will hire a full-time block club coordinator to implement the programs identified elsewhere in this plan.

Who: PPNA; CCP/SAFE will work with PPNA on block club coordination.

Cost/Source: NRP-\$90,000 (1995: \$33,000; 1996: \$26,000; 1997: \$20,000; 1998: \$11,000); Other Sources - \$50,000

**Strategy 2:** Create a block club "Welcome Wagon" structure and materials to greet new residents and share information on the Powderhorn Park neighborhood.

Who: PPNA Block Club Coordinator



**Strategy 3:** Establish a grant program to which block clubs may apply to fund special projects, providing incentives to organize new block clubs and encourage existing clubs.

Who: PPNA Block Club Coordinator and the Block Club Network will form an approval committee and act as the program administrator.

Cost/Source: Foundations - \$60,000 (\$15,000 per year for four years; maximum of \$250 per year per block club)



**Strategy 4:** Support a Neighbor-to-Neighbor program that would help to create a non-violent culture in the neighborhood and help block clubs resolve non-violent, chronic problems or conflicts.

Who: PPNA and other local agencies

Cost/Source: NRP-\$20,000(1995: \$9,000; 1996: \$6,000; 1997: \$3,500; 1998: \$1,500); Other Sources - \$40,000 (MCDA has contributed \$5,000 in Community Initiatives Program funds to this program for 1994.)

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

**Strategy 1:** Create a PPNA Diversity Committee to conduct on-going anti-racism workshops and provide a mechanism for follow-up to these workshops.

Who: PPNA

**Objective 3: Promote the uniqueness of the Powderhorn Park neighborhood to publicize the positive aspects of living in the Powderhorn neighborhood.**

**Strategy 1:** Develop a promotion committee of PPNA to develop and implement a marketing and promotional plan. Provide funding for this committee to create and purchase materials for a two year plan of action.

Who: PPNA

**Strategy 2:** Develop and hold an annual walking tour of the Powderhorn Park neighborhood.

Who: PPNA Promotion Committee

**Objective 4: Strengthen local businesses and the community by supporting positive interactions between businesses and various components of the neighborhood.**

**Strategy 1:** Encourage cross-representation on neighborhood and business association boards and other forms of business-resident communication.

Who: PPNA, GLSAC, CARE

**Strategy 2:** Work with GLSAC to strengthen existing business associations.

Who: PPNA, GLSAC

**GOAL #2: TO CREATE AN ENVIRONMENT THAT PROMOTES YOUTH LEADERSHIP AND RECOGNIZES SUCCESS, FOSTERING A SENSE OF POSITIVE OWNERSHIP OF A NEIGHBORHOOD WHERE YOUTH WILL WANT TO REMAIN INTO ADULTHOOD.**

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



**Strategy 1:** Hire a half-time Youth Coordinator to develop a youth council to assist youth in creating their own programs and other work opportunities. Hire and fund talented neighborhood youth and adults to do programming as directed by the youth council, including self-expressive activities such as SAFE Art spots and murals, and other recreational programming that is accessible and attractive to teenagers.

Who: PPNA, PPNA Youth Coordinator, PPNA Block Club Coordinator and CCP/SAFE Youth Specialist; Youth Coordinating Board will assist in the development of the Council and will provide programming information

Cost/Source: NRP-\$75,000(1995: \$14,000; 1996: \$24,000; 1997: \$18,000; 1998: \$13,000; 1999: \$6,000) for salaries and activities; Other Sources - \$95,000

**Objective 2: Give positive recognition to neighborhood youth for achieving success in a variety of settings.**

**Strategy 1:** Provide media coverage of youthful achievers to include interviews with those who are participating in sports, arts, service projects, mentorship relationships, etc.

Who: PPNA Youth Coordinator and the Youth Council

**Strategy 2:** Provide prizes or other awards to neighborhood youth to reward their successes.

Who: Youth Council

**GOAL #3: ESTABLISH ARTS AND CULTURE AS A FOCAL POINT FOR COMMUNITY BUILDING, INDIVIDUAL ENRICHMENT AND ECONOMIC DEVELOPMENT.**

**Objective 1: Establish infrastructure to support ongoing educational activities and arts programming in the neighborhood.**



**Strategy 1:** The PPNA Arts and Culture Committee will establish a Council of Living Culture (COLC). The Council will be responsible for (a) conducting and evaluating a grassroots cultural resource assessment, (b) establishing and over-seeing the Powderhorn School of Living Culture (PSLC), and (c) over-seeing ongoing events and performances within the Powderhorn Park neighborhood.

Who: PPNA Arts and Culture Committee

Cost/Source: NRP-\$79,200(1995: \$30,000; 1996: \$22,500; 1997: \$18,500; 1998: \$8,200) for 1 full-time staff person and stipends for 8 COLC members; Other Sources - \$175,200



**Strategy 2:** Conduct a comprehensive Grassroots Cultural Needs and Resource Assessment. The COLC will analyze the information from the assessment to determine the classes to be offered at PSLC, determine activities and programming for neighborhood arts, and bring together artists and residents in ways that will support local artists and create a sense of community.

Who: COLC

Cost/Source: NRP - \$5,000 (Early Access)



**Strategy 3:** Create a Powderhorn School of Living Culture (PSLC) that will offer opportunities for individuals within the Powderhorn Park neighborhood to receive formal training in various forms of arts. The focus of PSLC will be on community building; everything that is offered through the School will be evaluated on its contribution to cultural understanding and its linking of students to the neighborhood.

Who: COLC

Cost/Source: Other Sources - \$318,000



**Strategy 4:** Organize a variety of events and performances for the purpose of building bridges among all community members. Activities will celebrate the history, cultural heritage and diversity of our neighborhood.

Who: PPNA Diversity Committee, PPNA Arts and Culture Committee, COLC

Cost/Source: Events will range in cost from \$500 to \$2,500.

NRP-\$103,200 (Early Access: \$63,200; 1995: \$15,000; 1996:

\$11,000; 1997: \$9,000; 1998: \$5,000); Other Sources - \$40,000



**Strategy 5:** Neighborhood artists (amateurs, professionals and those who do not yet call themselves "artists") will be given exposure, encouragement, and support services through performance, display and publication opportunities. Emphasis will be placed on the development of skills and experience that will have a beneficial long-term professional impact in their lives and economic impact in the community.

Who: COLC

Cost/Source: NRP-\$30,000(1995: \$12,000; 1996: \$9,000; 1997: \$6,000; 1998: \$3,000); Other Sources-\$50,000.

**Strategy 6:** Create a need-based scholarship program to eliminate financial barriers to participation in Living Culture activities and programs, including offerings of the PSLC.

Who: COLC

**Strategy 7:** Identify and cultivate use of existing neighborhood spaces, and develop new spaces as needed, for cooperative studio and rehearsal space. Talk to Pillsbury House, Heart of the Beast, local churches, even individual business and homeowners to locate possible community use space.

Who: COLC

**Objective 2: Encourage the presence of community artists by providing needed building space.**

**Strategy 1:** Actively solicit input from community artists in the process of identifying housing/studio needs and in identifying and evaluating the appropriateness of existing available buildings.

Who: COLC



**Strategy 2:** Acquire a large unused apartment building or buildings (such as Twin Terrace Apartments at 3143~9 Chicago Avenue) to rehab or to demolish and rebuild as co-op living space and work studios for artists, as well as space for individual lessons, classes, workshops, studio art work, rehearsals and other artistic activities associated with the School.

Who: PRG, Artspace; MCDA staff will assist in the development of this project

Cost/Source: NRP - \$250,000 (1995); Other Sources - \$950,000

#### **GOAL #4: TO INCREASE PERSONAL SAFETY IN THE POWDERHORN PARK NEIGHBORHOOD.**

**Objective 1: Increase overall citizen awareness of and involvement in all crime prevention and safety activities.**



**Strategy 1:** Support the Powderhorn Park Neighborhood Watch Patrol through assistance with purchasing equipment (walkie talkies, phones, etc.), organizing, training and volunteer recruitment.

Who: PPNA; CCP/SAFE will provide information and assistance on guidelines

Cost/Source: NRP-\$8,000(1995: \$3,500; 1996: \$2,000; 1997: \$1,500; 1998: \$1,000)

**Strategy 2:** Host workshops on personal safety and home security.

Who: PPNA Block Club Coordinator, CCP/SAFE

**Strategy 3:** Use neighborhood papers in a-positive approach to highlight Officer of the Month, highlight safety hints, success stories, crime activity, home security, promote 911.

Who: PPNA Block Club Coordinator



**Strategy 4:** Support the efforts of the Southside Prostitution Task Force (SPTF) education campaign and its efforts to eliminate the business of prostitution from our neighborhood.

Who: PPNA, SPTF, WHISPER, PRIDE

Cost/Source: \$0

**Objective 2: Promote crime prevention through education, working with children and their families on how to respect themselves, their neighborhood, their environment and how to avoid crime.**



**Strategy 1:** Develop programs for both preschoolers and school age children and their families that address crime prevention and personal responsibility for community safety.

Who: PPNA Block Club Coordinator with CCP/SAFE and MPS crime prevention curriculum

Cost/Source: \$0

**Objective 3: Increase interactive and effective police presence in the neighborhood.**



**Strategy 1:** Implement community-oriented policing. PPNA Block Club Coordinator will work with the Block Club Network to select areas with a need for a community-oriented policing approach.

Who: PPNA Block Club Coordinator and Block Club Network,  
Police Department's Community Partnership Program

Cost/Source: \$0



**Strategy 2:** Request that police officers drive through alleys more often and, when not on a call, get out of their squad cars and walk around more and meet the neighbors.

Who: Inspector O'Rourke and the officers of the 3rd Precinct

Cost/Source: \$0



**Strategy 3:** Send squad patrols to neighborhood activities such as block clubs, schools and community events.

Who: PPNA Block Club Coordinator, CCP/SAFE, and the Police  
Department's Community Partnership Program

Cost/Source: \$0

**Strategy 4:** Work more closely with CCP/SAFE and the CCP/SAFE Youth Specialist to take advantage of existing programs.

Who: PPNA Block Club Coordinator, PPNA Youth Coordinator,  
CCP/SAFE

**Strategy 5:** Start a STEP Program with the Police Department.

Who: PPNA Block Club Coordinator, Police Department

# **ACTION PLAN**

Community Building and Community Safety  
Family and Youth  
Economic Development and Employment  
Housing, Renters and Owners  
Streets, Alleys and Open Spaces  
Powderhorn Park

## FAMILIES AND YOUTH

- (  indicates a strategy that has been identified as a priority;  
  indicates a priority requiring NRP funds.)

Total Request for This Section:

**NRP—\$330,000**

Other Sources—\$170,000

**Purpose:** *It is our purpose to make families and children the heart and foundation of the Powderhorn Park community. We will support and enhance family life by creating and improving neighborhood resources and focusing on values which create self respect, dignity and cooperation within the neighborhood.*

### **GOAL #1: DEVELOP SUPPORT SYSTEMS TO ENCOURAGE SUCCESSFUL, ACTIVE AND EFFECTIVE PARENTING WITH ADDITIONAL CONSIDERATION FOR NON-TRADITIONAL FAMILIES.**

**Objective 1: Provide prevention, identification and early intervention services within the neighborhood that are accessible to people of all ages and in different familial situations.**

-  **Strategy 1:** Establish a Family Advisory Council (FAC) that will carry forward the family and youth agenda as developed in the NRP process. The Council will be responsible for the on-going assessment of community need, encouragement and evaluation of existing services, and contracting for the development of new services.

Who: PPNA; Minneapolis Department of Neighborhood Services and Hennepin County will assist the FAC

Cost/Source: \$0

-   **Strategy 2:** Establish a program fund for the Family Advisory Council to implement the strategies in this section

Who: PPNA, FAC

Cost/Source: NRP-\$190,000(1995: \$24,000; 1996: \$62,000; 1997: \$51,000; 1998: \$35,000; 1999: \$18,000) for programming activity as decided by the FAC (\$50,000 of this total will be reserved for the mentoring programs identified in Goal #2, Objective 3); Other Sources - \$170,000

-   **Strategy 3:** Hire a full-time Family Services Coordinator to work with the FAC.

Who: PPNA, FAC

Cost/Source: NRP-\$90,000(1995: \$18,000; 1996: \$26,000; 1997: \$23,000; 1998: \$15,000; 1999: \$8,000)

-   **Strategy 4:** Support and participate in the expansion of the Phelps Park Community Center in the Bryant neighborhood.

Who: PPNA, FAC

Cost/Source: NRP - \$50,000 (1996)

**Objective 2: Provide prevention, family counseling and mediation services for conflict resolution, mental health and substance abuse.**

-  **Strategy 1:** Provide training to neighborhood residents to assist in counseling.  
Who: FAC  
Cost/Source: \$0 (absorbed)
-  **Strategy 2:** Establish a family group that will work together on parenting skills and on problems in the neighborhood that affect family life (i.e., not enough safe and creative activities for teens).  
Who: FAC, PPNA Parent Peacemakers  
Cost/Source: \$0 (absorbed)

**Objective 3: Provide access to affordable, quality, stable and reliable child care.**

-  **Strategy 1:** Set up a program similar to the one in Phillips where you barter time for child care and a drop in child care center.  
Who: FAC  
Cost/Source: \$0 (absorbed)
- Strategy 2:** Publicize existing child care providers and the resources to fund child care.  
Who: FAC

**Objective 4: Identify and provide for early intervention in domestic, physical and child/mental adult neglect and abuse cases.**

- Strategy 1:** Clearly establish appropriate phone numbers in the neighborhood directory that is distributed to every individual and is made available to block clubs.  
Who: FAC, PPNA Block Club Coordinator
- Strategy 2:** Creatively advertise phone numbers for people to call for help.  
Who: FAC, PPNA Block Club Coordinator
- Strategy 3:** Contract with appropriate speakers to address these issues at block club and neighborhood meetings.  
Who: FAC, PPNA Block Club Coordinator

**Objective 5: Provide opportunities for success in school.**

- Strategy 1:** Create ongoing communication between the schools and the neighborhood.  
Who: FAC, Minneapolis Public Schools (MPS)
-  **Strategy 2:** Provide support to youth in acquiring scholarships for post high school opportunities and training.  
Who: FAC, foundations, MPS  
Cost/Source: \$0 (absorbed)

**Strategy 3:** Coordinate after-school programming to support the work of the schools.

Who: FAC, MPS, COLC, Reading Rockers

**Strategy 4:** Encourage families to work with the schools to develop Individual Learning Plans for each of their children.

Who: FAC, families, MPS



**Strategy 5:** Seniors will be encouraged to volunteer as "Reading Rockers" to help school-age children find delight in books.

Who: PAC; through Hosmer Library the Minneapolis Public Library will assist with the design and implementation of this program

Cost/Source: \$0 (absorbed)

**GOAL #2: CREATE AN ENVIRONMENT WHERE CHILDREN AND YOUTH CAN BE NURTURED AND GROW WITH THEIR FAMILIES, WORKING COOPERATIVELY TO CREATE A BE I-I ~R WAY OF LIFE.**

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

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

Who: FAC



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

Who: FAC; All city, county and state agencies

Cost/Source: \$0 (absorbed)

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



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

Who: FAC, PPNA Block Club Coordinator, PPNA Youth Coordinator, CCP/SAFE, Neighbor-to-Neighbor

Cost /Source: \$0 (absorbed)

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

Who: PPNA Youth Coordinator, FAC, CCP/SAFE

**Strategy 3:** Explore the potential for a drop-in center(s) for youth at the park building or other location(s).

Who: FAC, PPNA Youth Coordinator

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



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

Who: FAC, PPNA Youth Coordinator

Cost/Source: \$0 (absorbed)



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

Who: FAC, PPNA Youth Coordinator

Cost/Source: \$0 (absorbed)

**Strategy 3:** Develop a mentoring or referral program for children.

Who: FAC, PPNA Youth Coordinator

**Strategy 4:** Establish a mentoring program under the aegis of the School of Living Culture.

Who: COLC, FAC



**Strategy 5:** Establish a family mentorship program which brings two or more families together to support each other.

Who: FAC, Pillsbury House, Schools, PPNA Youth Coordinator

Cost/Source: \$0 (absorbed)



**Strategy 6:** Create a parent-to-parent mentorship program to help and encourage parents to work with their children.

Who: FAC, Pillsbury House, Schools, PPNA Youth Coordinator

Cost/Source: \$0 (absorbed)



**Strategy 7:** Work with Big Brothers/Big Sisters and CARE to establish a neighborhood-wide program.

Who: FAC, PPNA Block Club Coordinator, PPN, Youth Coordinator

Cost/Source: \$0 (absorbed)



**Strategy 8:** Establish a seniors group who would provide assistance, support, and encouragement to youth and families.

Who: FAC, PPNA Youth Coordinator

Cost/Source: \$0 (absorbed)

**Strategy 9:** Gardeners will be paired with youth/ children to plant and maintain community gardens.

Who: PPNA Youth Coordinator

## ECONOMIC DEVELOPMENT AND EMPLOYMENT

(  indicates a strategy that has been identified as a priority;  
  indicates a priority requiring NRP funds.)

Total Request for This Section:

**NRP—\$1,285,000**

Other Source—\$8,435,400

**Purpose:** *It is our purpose to restore the viability of the commercial and industrial areas of the neighborhood to a level that supports maximum employment of neighborhood residents at living wages, appropriate employment for neighborhood youth, and convenient shopping and services for the residents of the community.*

### **GOAL #1: IMPROVE AND ENHANCE BUSINESS VIABILITY, OPPORTUNITY AND COMPATIBILITY WITHIN OUR NEIGHBORHOOD.**

**Objective 1: Create and grow businesses that respond to local needs. Give priority in these efforts to businesses at commercial intersections, locally-owned business and business owners of color.**

  **Strategy 1:** Develop an overall vision and specific action plan for Lake Street. Secure active support for the plan from Powderhorn residents, current business districts and adjoining neighborhoods. Every attempt will be made to act in collaboration with adjoining neighborhoods. Secure support for and resources to implement the plan from relevant city, county and state agencies and elected officials.

Who: Joint Lake Street Task Force, PPNA, adjacent neighborhood organizations (CNIA, CNO, POP), GLSAC, Chicago-Lake Business Association, Bloomington-Lake Business Association, Abbott Northwestern Hospital, First Bank, Norwest Bank, Honeywell, MCDA, City Planning Department, a developer (to be named), elected officials, MN Urban Development Initiatives, Twin Cities Economic Development Fund and U.S. Department of Housing and Urban Development

Cost/Source: NRP - \$175,000 (Early Access)

  **Strategy 2:** Support development of business activity in the neighborhood by (1) leveraging other funding (both public and private) as identified by the consulting team and others, (2) initiating a commercial rehab revolving loan program, (3) starting a commercial node development fund to be administered by PPNA, (4) implementing immediate and short-term projects on Lake Street as identified in the Lake Street action planning, and (5) phasing development projects for Lake Street within the Powderhorn Park neighborhood.

Who: PPNA, MCDA, lending institutions  
Cost/Source: NRP/Other Sources:  
 \$175,000/\$825,000 Revolving Loan Fund (1996)  
 \$180,000/320,000 Commercial Development Fund (1995)  
 \$750,000/\$250,000 Immediate implementation of Lake Street projects (1996)  
 \$0/\$7,000,000 Phased development projects within Powderhorn

 **Strategy 3:** Explore the creation of a Powderhorn Community Development Corporation as a means to employ residents and, at the same time, teach valuable business and entrepreneurial lessons.

Who: PPNA  
Cost/Source: \$0

**Objective 2: Improve the physical appearance of our business areas, including buildings, parking areas and public space (streets and sidewalks).**

 **Strategy 1:** Eliminate unsightly (i.e., vacant and boarded) buildings from business districts through organizing neighborhood residents and businesses, and advocacy with property owners and city agencies. Who: PPNA, Inspections, MCDA, other city agencies Cost/Source: \$0 **Strategy 2:** Advocate for improved maintenance (e.g., street and sidewalk cleaning, snow removal) by property owners and city agencies.

Who: PPNA, GLSAC

**GOAL #2: PROMOTE ADULT EMPLOYMENT OF NEIGHBORHOOD RESIDENTS AT A DECENT LIVING WAGE.**

**Objective 1: Provide opportunity to increase neighborhood residents employability through education and on-the-job training.**

 **Strategy 1:** Utilize existing agencies (i.e., NET, TCOIC, AIOIC) for a specified number of slots within their programs for Powderhorn Park neighborhood residents.

Who: PPNA, HIRED, Minneapolis Department of Neighborhood Services, Hennepin County

Cost/Source: \$0

  **Strategy 2:** Organize and host a job fair in Powderhorn.

Who: PPNA, Pillsbury House

Cost/Source: NRP-\$5,000 (1995: \$2,000; 1996: \$1,400; 1997: \$1,000; 1998: \$600)

**Objective 2: Increase accessibility to higher paying jobs for neighborhood residents.**

**Strategy 1:** Have a centralized location for a bulletin/placement board for employment opportunities.

Who: PPNA, existing agencies

**Strategy 2:** Provide transportation from a point in the neighborhood to job opportunities.

Who: PPNA, existing agencies

**GOAL #3: PROMOTE A NEIGHBORHOOD YOUTH EMPLOYMENT PROGRAM THAT WILL PROVIDE A MEANINGFUL WAY TO GAIN CONFIDENCE, WORK SKILLS AND EXPERIENCE.**

**Objective 1: Provide opportunities to increase neighborhood youth's employ ability through education, on-the job training or paid community services. Facilitate and encourage government, unions, local neighborhood businesses and non-profits to provide on-the-job training programs for youth.**



**Strategy 1:** Provide information to kids and parents that jobs are available. Use newspaper articles and ads, schools (announcements, newspapers, bulletin boards, counselors, etc.), community centers (staff, coaches, bulletin boards), social service agencies (newsletters, staff, bulletin boards, hand outs), churches, booths or tables at community activities (May Day, pow wows, etc.). Hire a 1/4-time staff person to coordinate this outreach, particularly January through April of each year.

Who: PPNA

Cost/Source: Other Sources - \$40,400 (\$9,000 per year for staff time and \$1,100 per year for other costs, both for four years)



**Strategy 2:** Start a Youth Job and Training Program which would link youth and neighborhood residents (i.e., baby-sitting, shoveling, yard work, etc.).

Who: PPNA Youth and Block Club Coordinators, Minneapolis Department of Neighborhood Services, Hennepin County

Cost/Source: \$0 (absorbed)

**Strategy 3:** Secure slots in schools, job training, apprenticeship and internship programs.

Who: PPNA Youth Coordinator

**Strategy 4:** Secure positions in summer youth employment programs, especially Citation Savers.

Who: Minneapolis Department of Neighborhood Services, PPNA Youth Coordinator

**Strategy 5:** Provide salary assistance to neighborhood businesses that hire neighborhood youth.

Who: PPNA with Seward Redesign or other existing programs, or set up separate Powderhorn programs to include redevelopment incentives



## HOUSING, RENTERS AND OWNERS

(  indicates a strategy that has been identified as a priority;  
 indicates a priority requiring NRP funds.)

Total Request for This Section:

**NRP—\$2,395,000**

Other Sources—\$5,200,000

**Purpose:** *It is our purpose to provide quality, affordable, energy-efficient housing for all residents of the Powderhorn Park neighborhood; to enhance the overall quality of the neighborhood by maintaining and improving the housing stock; and to provide a permanent center to advocate on housing issues.*

### **GOAL #1: ENSURE THAT EXISTING HOUSING SERVICES ARE ACCESSIBLE, CUSTOMIZED AND ACCOUNTABLE TO THE RESIDENTS OF THE POWDERHORN PARK NEIGHBORHOOD.**

#### **Objective 1: Develop a Powderhorn Comprehensive Housing Resource Program.**



**Strategy 1:** Mobilize residents and other resources to develop a neighborhood Comprehensive Housing Resource Program (CHRP).

Who: PPNA, PRG, CHRP staff, University of Minnesota housing interns, Block/ Apartment Clubs, Citizen Inspectors, SNHS, MCDA, Minneapolis Department of Inspections

Cost/Source: NRP - \$280,000 (1995: \$100,000; 1996: \$80,000; 1997: \$50,000; 1998: \$35,000; 1999: \$15,000); United Way, McKnight Foundation, other foundations - \$300,000 (\$60,000 per year for five years after initial start-up)

### **GOAL #2: OCCUPY, BRING UP TO CODE AND KEEP IN GOOD REPAIR ALL HOUSING UNITS IN THE NEIGHBORHOOD.**

#### **Objective 1: Reduce the number of vacant, boarded and condemned housing structures in the neighborhood within 5 years.**



**Strategy 1:** Conduct a house-by-house survey of all structures in the neighborhood, making note of the condition of all housing stock. Establish a housing database which provides information on the current status of neighborhood properties with mapping capabilities. Track and closely monitor all vacant, boarded and condemned properties; determine whether a property should be occupied rehabilitated or demolished. Determine the use of empty lots for sideyard expansion, parks, gardens, new construction, etc. within 60 days of availability.

Who: CHRP staff and interns, PPNA Housing and Renters Committee, MCDA, Minneapolis Department of Inspections, U of M interns, Block Clubs  
Cost/Source: \$0 (absorbed)

★  **Strategy 2:** Purchase appropriate residential structures within 60 days of availability for rehabilitation or demolition . (Salvage and sell reusable wood, glass, etc.)

Who: MCDA (HOW, RIF, Vacant Housing Acquisition and Disposition Program); Habitat for Humanity; Damascus Development Corporation; Urban Youth Corp, PPL /The City Inc., Two or More, Urban Ventures, and Sustainable Resources Center and other salvage and reuse programs

Cost/Source: NRP - \$250,000 (1995); MCDA, Habitat for Humanity, Damascus Development Corporation\$2,500,000 (\$500,000 per year for five years)

**Objective 2: Improve the structural, mechanical and cosmetic condition of all residential structures by providing resources for repairs and improvements to at least 100 properties per year for the next 20 years.**

★  **Strategy 1:** Establish a Housing Improvement Grant Fund.

Who: MCDA, PPNA

Cost/Source: Homeowner Grant Program (including nonmatching grants for low-income households): NRP\$975,000 (1994: \$275,000 (Early Access); 1995: \$350,000; 1996: \$175,000; 1997: \$175,000); Matching funds-\$400,000 (\$100,000 per year for five years) Rental Property Owner Loan Program.: NRP - \$240,000 (1995); Other Sources (bank loans and private investment) - \$1,200,000  
\*-A 3%, 10 year loan will be used to buy down the interest rate at local banks for rental property owners (with the stipulation that rent increases not exceed the rate of inflation for five years after improvements are made, and with income restrictions on eligibility of rental property owners). Preference will be given to Powderhorn resident rental property owners.

**Objective 3: Increase the number of affordable 3-4 bedroom housing units.**

★  **Strategy 1:** Use NRP funds as seed money to leverage interest and support to build new and/or convert 20 affordable 3-4 bedroom rental property units every two years.

Who: MCDA, PRG, PPL, other non-profit developers

Cost/Source: NRP - \$450,000 (1996: \$225,000; 1997: \$225,000)

**GOAL #3: IMPROVE THE QUALITY OF HOUSING FOR PEOPLE WE RECOGNIZE AS BEING UNDER SERVED IN THE CURRENT SYSTEM: PEOPLE OF LOW INCOME, SINGLE PARENTS, MINORITIES WHO DESIRE TO PURCHASE HOUSING, AND ESPECIALLY FAMILIES WITH CHILDREN.**

**Objective 1: Increase home ownership by 2% per year for 5 years.**



**Strategy 1:** Establish an ongoing down payment/closing cost assistance program for neighborhood tenants. Who: PPNA, MCDA Cost/Source: NRP - \$200,000 (1994: \$50,000 (Early Access); 1995: \$50,000; 1996: \$50,000; 1997: \$50,000); MCDA, Abbott Northwestern Hospital, other private funds - \$800,000 (\$200,000 per year for four years)



## STREETS, ALLEYS AND OPEN SPACES

(  indicates a strategy that has been identified as a priority;  
  indicates a priority requiring NRP funds.)

Total Request for This Section:

NRP—\$0

Other Sources—\$443,200

**Purpose:** *It is our purpose to improve the environment in common spaces of the Powderhorn Park neighborhood by reducing pollution, and increasing the level of cleanliness, beauty and safety.*

### GOAL #1: DECREASE ENVIRONMENTAL POLLUTION IN THE NEIGHBORHOOD.

#### Objective 1: Encourage alternatives to gasoline-powered transportation.

 **Strategy 1:** Extend the 17th Avenue bicycle route from Phillips neighborhood through Powderhorn. Work with Bancroft neighborhood to extend the route to the Minnehaha Parkway bike path. Support the construction of the Green Corridor bicycle and streetcar route.

Who: PPNA, Public Works

Cost/Source: Other Sources - \$10,000

**Strategy 2:** Provide ample and safe storage for bicycles throughout the neighborhood and during major events in Powderhorn Park.

Who: PPNA, Park Board, PAC

**Strategy 3:** Organize a Full Streets Campaign, encouraging people to walk rather than drive within the neighborhood.

Who: PPNA Block Club Coordinator

#### Objective 2: Eliminate the causes of lead poisoning.

 **Strategy 1:** Educate residents on lead abatement and lead-safe strategies via informational packets, block clubs discussions, youth/senior "Clean Team" demonstrations and newspaper articles.

Who: PPNA Block Club Coordinator, CHRP, PPNA Youth Coordinator, Minneapolis Health Department, others

Cost/Source: \$0 (absorbed)

 **Strategy 2:** Provide grants/matching grants for housing lead abatement. (Include provision for grass, gravel, etc. to cover exposed dirt.)

Who: CHRP; Minneapolis Health Department will assist with grant-writing

Cost/Source: Other Sources - \$350,000

**Objective 3: Research indigenous vegetation which will flourish without chemical assistance and other non-polluting lawn and garden-care methods. Provide education and incentive to encourage adoption of these practices.**

Who: MN Nature Conservancy

**GOAL #2: IMPROVE THE PHYSICAL APPEARANCE OF THE NEIGHBORHOOD.**

**Objective 1: Develop a beautification campaign.**



**Strategy 1:** Support for Blooming Boulevard programs, more boulevard trees, flower pots at all bus stops, alley paint & flower projects, selection of a "neighborhood plant" such as lilacs or a short flowering bush, construction of mini-parks, sitting benches at convenient locations.

Who: PPNA Block Club Coordinator

Cost/Source: Other Sources - \$35,000

**Objective 2: Ensure that streets and alleys are kept clean.**

**Strategy 1:** Sweep streets and alleys 2-3 times per year.

Who: Public Works

**Strategy 2:** Remove graffiti from garages and bus shelters promptly.

Who: PPNA Block Club Coordinator, CCP/SAFE

**Strategy 3:** Support and improve the annual Clean Sweep Program.

Who: PPNA

**Strategy 4:** Provide trash containers at every other street corner.

Who: PPNA, PPNA Block Club Coordinator

**GOAL #3: INCREASE SAFETY IN THE STREETS, ALLEYS AND OPEN SPACES OF THE NEIGHBORHOOD.**

**Objective 1: Improve lighting in the neighborhood.**



**Strategy 1:** Install lights on 81 poles at alley entrances through the city's mid-block lighting program.

Who: NSP, PPNA, Public Works (no Public Works funds are available for this, however, the department will explore the possibility of increasing light wattage at key locations throughout the neighborhood)

Cost/Source: Other Sources (NSP?) - \$48,200 (\$9,639 per year for five years for fixtures and installation)

**Strategy 2:** Include personal property exterior lighting improvements in the Housing Improvement Grant Program.

Who: PPNA, CHRP

**Strategy 3:** Support the block club Motion Detector Program.

Who: PPNA Block Club Coordinator, CCP/SAFE

**Objective 2: Reduce traffic by constructing traffic diverters on some streets and alleys.**

Who: PPNA, PPNA Block Club Coordinator, Block Club Network

**Objective 3: Promote safe driving by enforcing the speed limit.**

Who: Minneapolis Police Department

**Objective 4: Eliminate harassment and illegal activity at major bus and traffic intersections, especially at Chicago and Lake Street.**

**Strategy 1:** Increase police presence (uniform & undercover).

**Strategy 2:** Make it less attractive as a hang-out, for example play opera, experimental jazz.

**Strategy 3:** Increase area security by working with MTC, moving the bus stop to the Sears lot, installing security cameras, etc.

Who: Entire Objective is referred to the Chicago-Lake Task Force organized by Council Member Herron



## POWDERHORN PARK

- (  indicates a strategy that has been identified as a priority;  
  indicates a priority requiring NRP funds.)

Total Request for This Section:

**NRP—\$525,000**

Other Sources- \$3,620,000

**Purpose:** *It is our purpose to make Powderhorn Park a true focal point of activity for the community, a safe common ground where neighbors can share their diverse values and experiences. We will achieve this by providing programming that encourages interaction and builds community; improving the usefulness of the grounds and facilities for all members of the community; and preserving and enhancing the natural beauty of the park.*

**GOAL #1: RECLAIM AND PRESERVE THE NATURAL RESOURCES OF THE PARK (CLEAN WATER, DIVERSE VEGETATION, AND WILDLIFE HABITAT) AND CREATE A PLACE IN THE HEART OF THE URBAN SETTING WHERE WE ARE ABLE TO EXPERIENCE SOME OF THE BEAUTY, WHOLENESS AND RENEWAL OF THE NATURAL WORLD.**

### **Objective 1: Improve the water quality of Powderhorn Lake.**

-  **Strategy 1:** Initiate management practices such as grit chambers, water diversion, street sweeping, consistent litter removal and fish population management in order to implement the Park Board's stated environmental policies.

Who: Park Board, Sewer Department, other appropriate agencies, DNR, EPA

Cost/Source: Clean Water Partnership grant - \$500,000; Other Sources - \$500,000

-  **Strategy 2:** Monitor water quality changes on a regular basis.

Who: Neighborhood volunteers

Cost/Source: \$0

-  **Strategy 3:** Create a watershed education program which focuses on how residents of the 80+ blocks that presently drain into Powderhorn Lake can personally affect lake water quality.

Who: Park Board, Sewer Dept., neighborhood volunteers

Cost/Source: \$0 (absorbed)

- Strategy 4:** Install an aeration system in the lake.

Who: Park Board, DNR

## **Objective 2: Improve the flora and fauna of Powderhorn Park.**

-  **Strategy 1:** Initiate the use of the "Adopt a Park" program (APP), calling for community volunteers to work on environmental projects in the park.  
Who: City-wide sponsorship – MPRB  
Cost/Source: \$0 (tools and supplies supplied by MPRB)
-  **Strategy 2:** Stabilize and re-vegetate the shoreline of the lake and island.  
Who: APP  
Cost/Source: \$0 (absorbed)
-  **Strategy 3:** Increase wildlife habitat.  
Who: APP  
Cost/Source: \$0 (absorbed)
-  **Strategy 4:** Wildflower/native grass plantings on hillside  
Who: APP  
Cost/Source: \$0 (absorbed) **Strategy 5:** Put into place protections from winter sledding and other damaging uses for new and existing plantings (i.e., fencing, signs, etc.).  
Who: APP

## **GOAL #2: INCREASE THE USEFULNESS OF THE GROUNDS AND FACILITIES FOR ALL MEMBERS OF OUR DIVERSE COMMUNITY.**

**Objective 1: Set up a process to develop a strategic plan for Powderhorn Park which responds to the diverse needs of the community and welcomes our neighbors from the city-at-large.**

-   **Strategy 1:** Establish a Park Plan Project Team consisting of members of the Powderhorn community and a representative of the appropriate Park Board departments. Hire a design consultant to work in tandem with this team. The team would provide a fair and inclusive process through which community needs and wishes could be evaluated and prioritized. The Project Team would address and add to the following list of directives, set criteria which would guide the design consultant's plan, and take part in selecting the design consultant.
  - Create a park community building which responds to the needs of its varied users, and is truly a center for the community.
  - The current clash in space needs between teens and adults should be resolved in a remodeled or new center. The incorporation of a Teen Center should be given serious consideration.
  - Augment the park community center with other structures which reinforce the Park's purpose and harmonize with the Park's overall design and natural setting (i.e., stage, nature center, rest rooms at the playing fields, picnic shelter, fishing dock, information kiosk, and additional parking).
  - Meet ADA standards in the overall plan.

- Address physical security issues such as lighting, layout, tele-phones, etc. Build community image by fostering a realistic idea of actual security problems in the park.
- Evaluate and define improvements to existing physical facilities and infrastructure such as lighting, paths, playing fields, playing courts, playgrounds, emergency telephones, signage, information kiosk, fishing dock, parking lots, picnic facilities and park furnishings.
- Accommodate a wider variety of sporting interests such as soccer, rollerblading, outdoor volleyball, tennis, biking, etc.

Who: Neighborhood residents, Park Board departments, hired design consultant

Cost/Source: NRP - \$25,000 (1994) for consultant and stipend funds for consistent volunteerism

### **Objective 2: Implement the Powderhorn Park Strategic Plan (PPSP).**



**Strategy 1:** Fund capital improvements identified in the planning process. The first priority will be the rebuilding of the Community Center and grounds.

Who: Project Team, Park Board

Cost/Source: NRP - \$500,000 (1996); Park Board and additional capital partners - \$2,500,000 (The Park Board has \$100,000 in net debt bonds for sidewalks in 1994; the Park Board will request \$346,000 in net debt bonds in 1996.)

### **GOAL #3: CREATE AND SUPPORT PARK PROGRAMS AND EVENTS WHICH BUILD COMMUNITY, AND AFFIRM THE PARK AS A SAFE COMMON GROUND FOR THE NEIGHBORHOOD AS WELL AS THE COMMUNITY AT LARGE.**

**Objective 1: Evaluate existing park programming and staffing in education, arts, athletics and social services, and determine which park programming requires additional support and which new programming would be most appropriate. Special attention should be paid to programs that encourage and invite interaction and acceptance between the different cultural, social and age groups who use the park.**



**Strategy 1:** Hire Park Center program coordinator who will organize and instruct volunteer "mentors and Park hosts" reflecting the ethnic and cultural diversity of the Powderhorn neighborhood. These volunteers would spend afternoon and evening hours in the Park and would be trained to communicate with youth about behavior and activities and to promote involvement in Park activities ranging from recreation to environmental projects.

Who: Park Board

Cost/Source: Other Sources - \$120,000 (\$30,000 per year for four years)

**Objective 2: Provide support to existing annual events (i.e., May Day, 4th of July, Arts Fair, African-American Festival, Winter Festival, Nicaraguan Benefit Softball Tournament, etc.) which draw people from the whole community and enhance the image and perception of the Powderhorn neighborhood.**



**Strategy 1:** Establish a general fund-raising committee through PPNA to seek broad-based financial support for Park events and programming.

Who: PPNA

Cost/Source: \$0

**Objective 3: Increase the personal safety of park users.**



**Strategy 1:** Organize appropriate and consistent community-based patrolling in the park (i.e., Powderhorn Park Neighborhood Watch Patrol, AIM Patrol, etc.).

Who: PPNA, Powderhorn Park Neighborhood Watch Patrol, AIM Patrol, Park Police

Cost/Source: \$0



**Strategy 2:** Increase community-oriented policing in the park. Request that Park Police officers walk or bike on their patrols of the park.

Who: PPNA, Park Police

Cost/Source: \$0

**Attachment A:**

**Powderhorn Park's  
10 Step  
NRP Work Plan Process**

## POWDERHORN PARK NRP'S WORK PLAN PROCESS

Listed below are the ways in which we have met the inclusion goals of our NRP Participation Agreement. These include strategies we used to make sure that everyone's interests were represented during the process.

### Step 1:

- A. Planning Committee was formed. (February 1992)
- B. Neighborhood survey was delivered. 380 responses were returned. (March 1992)
- C. Developed our work plan. (April-June 1992)

### Step 2:

- A. Hired a staff person which, unfortunately, did not work out. (September–November 1992)

### Step 3:

- A. Developed and clarified roles and working relationship for Steering Committee and the Powderhorn Park Neighborhood Association. (November 1992)
- B. Held the Jazz Brunch celebration. (December 1992)

### Step 4:

- A. Steering Committee was formed. (February 1993)
- B. Staff person was hired. (March 1993)

### Step 5:

- A. Steering Committee and staff attend a weekend-long Undoing Racism Training. (March 1993)

### Step 6:

- A. Organized and convened focus groups with representation from: (1) people of color, (2) gay and lesbian community, (3) renters, (4) elderly, (5) youth and (6) physically challenged. Each of these groups were asked four questions: (a) What do you like about this neighborhood? (b) What are issues of concern for you living in this neighborhood? (c) Do you have any solutions to these concerns? and (d) How can we involve this community in the NRP process? (April-May 1993)
- B. Held a Neighborhood Celebration event that drew over 100 people together, provided information on the NRP process and had people sign up to be involved with one of the newly identified Action Working Groups. (June 1993)

### Step 7:

- A. Held a pot luck and an Action Working Group Orientation that included planning models and brainstorming techniques, how to facilitate meetings, responsibilities of Action Working Groups and ended by breaking into Action Working groups for a short exercise and to schedule the first meeting. Over 40 people attended. (July 1993)

**Step 8:**

- A. Published an outline of the first draft of the Action Plan which was distributed to each household and mailed directly to each apartment of over five units inviting comment and review. Held a publicized neighborhood meeting with over 80 people to discuss the plan and invite questions. (December 1993)

**Step 9:**

- A. Organized a scientific survey on a door-to-door basis to determine the legitimacy of our prioritized document. (July 1994)

**Step 10:**

- A. Held a neighborhood review and feedback meeting for our prioritized document. (July 1994)

**Additional efforts:**

- A. Advertised and included updates in Powderhorn Park Neighborhood Association's quarterly newsletter.
- B. Adhered to our set schedule of open meetings (generally weekly) and announced this schedule in newsletters, the local press (Powderhorn Paper and the Southside Pride), at meetings and reminders to those who attended any meeting or indicated a desire to receive mailings.
- C. Contacted local businesses and churches to encourage their participation with us and to ask for assistance in publicizing our meetings.
- D. Had over 20 people make a good faith effort to personally talk with their neighbors on each block to help identify the neighborhood's major concerns, recruit participation and to help identify block leadership.
- E. Read through and coded the responses to the open-ended questions on the survey to familiarize ourselves with the responses.
- F. Flyered the neighborhood several times (door-to-door) to advertise special meetings and events.
- G. Established an NRP Update newsletter that was mailed to over 450 neighborhood residents who had attended an NRP or PPNA event.

**ATTACHMENT B:**

**BLOCK CLUB COORDINATOR  
JOB DESCRIPTION**

## PPNA BLOCK CLUB COORDINATOR JOB DESCRIPTION

This is a full time position working with existing block clubs and creating new ones to help improve the social climate and physical condition of the neighborhood.

The Block Club Coordinator (BCC) will work under the direction of the PPNA Board and the supervision of the PPNA Executive Director.

The BCC's responsibilities will be to:

- I. Work with the operation and growth of the block club system. This would include:
  - A. Meeting regularly with and facilitating the operation of the Block Club Network.
  - B. Organize block clubs to meet at least three times per year.
  - C. Promoting the establishment of new block clubs.
  - D. Work with the Youth Coordinator to include youth in block club program.
- II. Establish a grant program to which block clubs may apply to fund special projects to provide incentives to organize block clubs and encourage existing ones.
- III. Work with the block club system to make the neighborhood a safer and friendlier community.
  - A. Work with the Block Club Network to select areas with a need for a community oriented policing approach and implement the program through the city's buy-back program and CCP/SAFE.
  - B. Work with the CCP/SAFE program to send patrols to neighborhood activities such as block club meetings, schools and community events.
  - C. Work with the Neighbor to Neighbor program to resolve conflicts among residents, between tenants and homeowners, and among tenants, homeowners and property owners.
- IV. Work with block clubs to improve the property of the neighborhood.
  - A. Encourage tenants and rental property owners to participate in block clubs.

- B. In cooperation with relevant agencies and personnel, help conduct a survey of all vacant, boarded and condemned properties and determine whether a property should be occupied, rehabilitated, or demolished.
  - C. Promote the Housing Resource Center through the block club system providing information, generating interest, and recruiting volunteers.
- V. Help to decrease environmental pollution in the neighborhood.
- A. Facilitate education of the residents of the neighborhood about lead abatement through the block clubs.
- VI. Work with the block club system on ideas as they arise and are consistent with the block club intent. Here is a list of ideas generated during the NRP process:
- A. Ideas for organizing and promotion:
    1. Develop a curriculum for block club leaders.
    2. Recruit and promote speakers for block club meetings.
    3. Promote leadership by identifying potential leaders and connecting them with mentors who are or have been leaders in the community.
    4. Publicize the block club and block club activities in a local news paper articles or a regular column.
  - B. Public safety ideas:
    1. Write a safety column or articles for local newspaper.
    2. Promote public safety education programs in block club meetings about:
      - a. Graffiti and what can be done about it;
      - b. Safety devices such as motion detectors and locks;
      - c. Neighborhood watch type programs;
      - d. Drug dealing and what can be done to stop it;
      - e. Identification and early intervention in domestic violence (physical and mental), child abuse and neglect.
      - f. Who and when to call for help in various situations and emergencies.
    3. Promote the "No Drugs Here" program.
    4. Work with the Youth Coordinator in enlisting youthful offenders in cleaning up vandalism they have been involved in.
    5. Promote the CCP/SAFE McGruff House program.
  - C. Property improvement ideas:
    1. Identify common goals with tenants, property owners, and homeowners to make possible understanding and cooperative efforts.
    2. Encourage block clubs to get involved in "designing" their block through cooperative landscaping.
    3. Encourage artists (including seniors with skill in handicrafts) to work with block clubs on creative projects such as baking bees, block festivals, block-level classes in desired handicrafts, etc.

**ATTACHMENT C:**

**YOUTH COORDINATOR  
JOB DESCRIPTION**

## PPNA YOUTH COORDINATOR JOB DESCRIPTION

The Youth Coordinator (YC) position is a full time position working with youth in the neighborhood to improve their self esteem and stake in the positive development of the Powderhorn Park neighborhood. The YC will work under the direction of the PPNA Board and supervision of the PPNA Executive Director.

The YC's responsibilities will include:

- I. Develop a youth council to assist youth in creating their own programs and other work opportunities.
  - A. This will involve coordinating this program with other existing programs such as the Powderhorn Park Youth Council.
  - B. It will also involve setting up an organizational structure to assure representation of the neighborhood.
- II. Develop a Powderhorn youth mentoring program which would include:
  - A. Work with existing mentoring programs within the city to secure placement of Powderhorn youth.
  - B. Work with Big Brothers/Big Sisters and CARE to establish a neighborhood-wide program.
  - C. Develop a local business mentorship program with neighborhood youth.
  - D. Other ideas but not receiving top priority are:
    1. Establish a seniors group who would provide assistance, support, and encouragement to youth and families.
    2. Help pair gardeners with youth/children to plant and maintain community gardens.
- III. Work on youth employment which would include:
  - A. Secure slots in schools, job training, apprenticeship and internship programs.
  - B. Secure positions in summer youth employment programs especially Citation Savers.
  - C. Another non-priority idea is to start a Youth Job Service Training program which would link youth and neighborhood residents (i.e., baby sitting, yard work).

IV. Work with the Neighbor to Neighbor program in involving youth in this process and using it to help resolve tensions with the neighborhood youth community.

**ATTACHMENT D:**

**POWDERHORN SCHOOL  
OF LIVING CULTURE:**

## POWDERHORN SCHOOL OF LIVING CULTURE

One major contributor to our neighborhood's revitalization will be the "Powderhorn School of Living Culture," a multi-faceted, multi-site organization designed to provide educational opportunities in a wide variety of cultural and artistic activities. The School will be as universal as possible, bringing to Powderhorn residents a full range of classes, lessons, workshops, demonstrations, presentations and hands-on experience in most types of artistic expression, including music, dance, visual arts, writing, theater, sculpture, ceramics, video and film making, and other creative forms. The educational activities will also encompass cultural enlightenment for all, to promote and encourage understanding of our community's cultural and ethnic diversity.

Our purpose in creating such a school centers upon building community. Everything that happens at the school must take place with the question always kept in mind: "How can this activity strengthen our community?" Students will be encouraged to relate what they have been learning to the community in a manner that is visible to the neighborhood. There also will be an emphasis on historical context and on cultural options so that, no matter what particular skill students will be studying, they will at the same time learn to appreciate the ideas and contributions of many cultural groups. We chose to use this emphasis because of the richness of the cultural mix in the Powderhorn neighborhood, and because we wish to encourage a sense of celebration concerning that mix.

### **Instructors:**

Leaders for the classes, lessons and workshops will be drawn from three general areas:

- Professional working artists who are residents of the Powderhorn Park neighborhood and who have established reputations and credentials in their fields of specialty.
- Faculty and staff members supplied by our city's established art organizations and institutions of learning such as the West Bank School of Music, Nancy Hauser Dance School, Heart of the Beast, Zenon Dance Company, Children's Theater, Playwright's Lab, the Loft, Minneapolis College of Art and Design, Film in the Cities, etc.
- Other experts in areas of cultural education, drawn from the metro area.

### **Locations:**

- One main building possibly a large, renovated house, to serve as the main office and to provide some classroom, studio and practice space for the various educational services of the school. This building will be a general meeting place as well, where aspiring and developing artists can work along side and interact with established artists in a creative atmosphere.

- Several small satellite locations for classes, lessons and studio work, rented or donated at certain times of the day from various public buildings such as the Powderhorn Park Community Center, Pillsbury House, Walker Church, other neighborhood churches, underused or vacant commercial spaces, and even small shops and private homes.
- Performance spaces (rented or donated) for emerging and professional performing artists to display their skills. Possible spaces include the theater at the Pillsbury House, the proposed new Powderhorn Artists Coffeehouse, Walker Church and other neighborhood churches, the Powderhorn Park Community Center and performance sites within the park itself.
- Gallery and display space (rented or donated) for display of finished<sup>1</sup> works of arts or crafts, possibly at several of the same sites noted above as well as public buildings (banks, schools, churches, etc.), businesses and unused commercial spaces.

#### **Administration:**

- Executive Director to provide overall day-to-day leadership and guidance for the various organizational and educational activities. This individual may be the same person as the proposed Powderhorn Arts Coordinator who will be helping to organize and promote the various arts and cultural activities that take place in the Powderhorn Park neighborhood.
- Assistants and secretarial support as needed to insure the smooth and efficient operation of the organization.
- Volunteers to help with logistics. and staffing the various sites at the needed times.

**ATTACHMENT E:**

**POWDERHORN COMPREHENSIVE  
HOUSING RESOURCE PROGRAM**

# COMPREHENSIVE HOUSING RESOURCE PROGRAM

The neighborhood will reach self sufficiency through the education and empowerment of residents to address issues that are barriers to healthy housing growth and key survival issues facing an older neighborhood such as Powderhorn Park.

The goal of the Powderhorn Comprehensive Housing Resource Program (CHRP) will be to ensure that Powderhorn residents can receive direct, expert, on-going assistance with any housing need, or referral to an appropriate agency. The CHRP will help residents take advantage of the numerous existing housing programs and the new programs that will be created by the Powderhorn Park NRP Action Plan. The CHRP will also serve to evaluate the needs of Powderhorn Park neighborhood residents and provide advocacy to insure that these needs are met.

CHRP will include:

- Coordinating existing programs and education about these programs. Staff will be available to explain housing programs and help residents to gain access to them.
- Creating new programs where gaps exist. The CHRP will continuously evaluate the effectiveness of existing programs and do outreach to find out if the true needs of the community are being adequately served.
- Providing a comprehensive approach to short and long term neighborhood housing development.
- Providing personal, step-by-step support and assistance to individuals.
- Serving as an advocate for the neighborhood and individuals.

## Staff

There will be 1.5 Housing Resource Coordinators as well as trained interns and volunteers.

## Tasks

- Provide assistance to:

Homeowners: maintenance of homes  
preventing foreclosure  
stabilizing market value of homes

Renters: affordable units  
units of appropriate size  
units which meet special needs  
units meeting housing codes and community determined standards  
assistance in becoming homeowners  
assistance in negotiations with landlords  
emergency loans / grants

Landlords: maintenance of property (restrictions on eligibility)  
negotiations with tenants  
stabilizing market value of properties

- Create and maintain a neighborhood housing database.
- Conduct a comprehensive neighborhood housing assessment.
- Track housing problems such as discrimination in mortgage lending.
- Market and administer revolving loan funds and grant programs.
- Develop educational materials and programs.
- Develop and implement community housing standards. Hold inclusive neighborhood forums to establish criteria and ways to implement community standards for property maintenance within the neighborhood.
- Advocate for increased flexibility in mortgage programs through alliance building and tracking of area banks.
- Use the block club networks and Block Club Coordinator to provide information to residents, generate interest and recruit volunteers for working on housing issues in Powderhorn Park.
- Develop a program to encourage owner-occupancy of duplexes, fourplexes, and other rental property and provide training for new owners of rental property.
- Host an annual housing fair, quarterly seminars, focus groups and other educational programs.
- Write a monthly column on housing issues in local newspapers to inform residents of housing services, programs and issues.
- Help the PPNA Land Use Committee to organize a Citizen Inspector Program which will provide neighborly notification and information on how to fix visible housing violations before the problem is referred to the City Inspections Department.
- Establish a Volunteer Repair Estimation and Inspection Program to provide free on-site home maintenance advice to property owners.
- Foster communication between rental property tenants, homeowners and rental property owners with activities such as yearly "good neighbor" award to rental property owners.
- Create a Buddy System and Home Buyers Club to provide education, training and support to potential home buyers.
- Work with City Housing Inspections to identify potential maintenance problems at regular intervals and to ensure expedient code compliance and rental licensing compliance.
- Work with Neighbor-to-Nighbor, Minneapolis Mediation Program, CARE and other mediation programs to resolve tenant, homeowner, and rental property owner conflicts.
- Encourage tenants and rental property owners to become active and recognized members of the community. Encourage tenants and rental property owners to participate in block clubs and the Powderhorn Park Rental Property Owners' Group.
- Publish a quarterly tenant newsletter.
- Publish a quarterly rental property owner newsletter.
- Advocate for a chapter membership in MN Multi-Housing Association for small rental property owners in the neighborhood.

- Organize, educate and empower tenants, rental property owners and homeowners to work in partnership to improve the quality of life for all residents of the neighborhood.
- Ensure that tenants have equal access to quality, affordable housing by the coordination of and providing access to tenant advocacy services such as Legal Aid, Tenants Union and pro bono lawyers in the neighborhood at regular intervals, fostering a partnership with residents and organizations.
- Maintain and provide current information on all housing agencies, programs, resources available to Powderhorn residents. On-going neighborhood and citywide educational programs, housing tours, fairs, etc.
- Find solutions to needs of any and all residents housing needs (i.e., need a place to rent, want to buy a house, want to sell a house, want to find good renters, fear fore closure, need money to fix a house, trouble with a landlord, trouble with a tenant).
- Recruit, train and supervise a supplemental staff of volunteers (senior aids). Acquire paid internships to also assist in staffing.
- Provide proactive approach to educating residents by producing fliers, fairs, tours, symposiums, newsletters, etc. and by working closely with other neighborhood organizations, block clubs, and landlord and tenants groups to initiate a welcome wagon, good neighbor contests, beautification awards, good landlord awards, etc.
- Provide for a system of mentorship for new homeowners and prospective first time home buyers.
- Unite people to people, solutions to people, and build community around housing issues.



**ATTACHMENT F:**

**GLOSSARY OF ACRONYMS**

## GLOSSARY OF ACRONYMS

|          |  |
|----------|--|
| ADA      | Americans with Disabilities Act                            |
| AIM      | American Indian Movement                                   |
| AIOIC    | American Indian Opportunities Industrialization Center     |
| APP      | Adopt a Park Program                                       |
| AWG      | Action Working Group                                       |
| BCC      | Block Club Coordinator                                     |
| CACHIE   | Citywide Advisory Committee on Home Improvement Education  |
| CARE     | Community and Resource Exchange                            |
| CCP/SAFE | Community Crime Prevention/Safety For Everyone             |
| CHRP     | Comprehensive Housing Resource Program                     |
| CNIA     | Central Neighborhood Improvement Association               |
| CNO      | Corcoran Neighborhood Organization                         |
| COLC     | Council of Living Culture                                  |
| DNR      | Department of Natural Resources                            |
| EPA      | Environmental Protection Agency                            |
| FAC      | Family Advisory Council                                    |
| GLSAC    | Greater Lake Street Area Council                           |
| GMMHC    | Greater Minneapolis Metropolitan Housing Corporation       |
| HOW      | Home Ownership Works                                       |
| MCDA     | Minneapolis Community Development Agency                   |
| MHFA     | Minnesota Housing Finance Agency                           |
| MPRB     | Minneapolis Park and Recreation Board                      |
| MPS      | Minneapolis Public Schools                                 |
| NET      | Neighborhood Employment Network                            |
| NRP      | Neighborhood Revitalization Program                        |
| NSP      | Northern States Power Company                              |
| PAC      | Powderhorn Park Advisory Committee                         |
| PCC      | Powderhorn Community Council                               |
| POP      | People of Phillips   |
| PPL      | Project for Pride in Living                                |
| PPNA     | Powderhorn Park Neighborhood Association                   |
| PRG      | Powderhorn Residents Group                                 |
| PRIDE    | Prostitution Independent: Dignity, Equality                |
| PSLC     | Powderhorn School of Living Culture                        |
| RIF      | Rehabilitation Incentive Fund                              |
| SPTF     | Southside Prostitution Task Force                          |
| STEP     | Strategic Tactical Enforcement Program                     |
| SNHS     | Southside Neighborhood Housing Services                    |
| TCOIC    | Twin Cities Opportunities Industrialization Center         |
| UYC      | Urban Youth Corp   |
| WHISPER  | Women Hurt in the System of Prostitution Engaged in Revolt |
| YC       | Youth Coordinator  |