

North Minneapolis Community Listening Project

**A cooperative endeavor between NorthPoint Health and Wellness
Center and the M.A. in Psychology Program at Metropolitan
State University**

**Report presented by the students and faculty of PSYC602:
Principles of Community Psychology II**

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Introduction

The Master of Arts in Psychology degree at Metropolitan State University is a unique program in that it emphasizes community-based interventions rather than traditional therapeutic interventions. The program provides students with skills and knowledge needed to work with communities and organizations to help them develop, implement, and evaluate innovative solutions to critical community problems. These innovative solutions are preventative in orientation and focused on empowering community members to gain access to and control over the resources and events that affect their lives. Students in the program develop the capacity to work with communities using participatory action research to assess community strengths and challenges, identify resources that can be mobilized to address the challenges, and evaluate the impact of change efforts. As such, students in the program engage in multiple community-based projects, often in cooperation with local agencies.

This year, the community psychology theories and strategies students were involved in a two-semester long project that focused on North Minneapolis. It should be noted that several members of the class, including the teacher, currently live or have lived in North Minneapolis. During the first semester, we researched and assessed multiple indices of community wellness, including: housing, population demographics, politics, media coverage, parks and recreation, health and human services, schools, and neighborhood organizations. We observed various neighborhoods, identified community leaders, volunteered at a fall Youth Days event at Farview Park, read local publications (e.g., North News and Camden Community News) and examined the mission and goals of several community organizations. The results of that effort are documented in the first section of this report.

As we became familiar with North Minneapolis, it was clear that there are a number of efforts in the community focused on improving both the image of North Minneapolis as well as the reality. NorthPoint Health and Wellness Center was identified as one of the positive forces in North Minneapolis. We were impressed by the Center's efforts to develop positive relations with the community and provide a "One Front Door" access to health and dental care, mental health services and multiple community support services. NorthPoint's emphasis on "innovation" and developing partnerships within the community attracted our attention and spurred our interest in collaborating on a project with the organization.

Through conversations with Stella Whitney-West, Chief Operations Officer for the Human Services Division, and other NorthPoint staff (Stacey Rude and Cathy Spann), the Community Listening Project was identified as an appropriate project for the community psychology students to become involved. Linda Fancher, the coordinator of the project, spoke with the class about the goals and strategies of the project and helped connect the students with multiple listening sessions. The Community Listening Project involved identifying local groups and organizations and engaging them in a conversation regarding the strengths and challenges of North Minneapolis and their vision for a vibrant and healthy community. Over 20 sessions were held in various locations in North Minneapolis. We attended seven of those sessions, most of which were toward the end of the project. The bulk of this report describes the work that the students undertook as “listeners” with the project and what they learned from the project. We hope you find it useful and we thank NorthPoint staff and the Community Listening Project team for involving us in this very important effort.

Overview of North Minneapolis

The media has done a great disservice to North Minneapolis (N. Mpls.). Non-residents view the community as one of the most violent areas of the city, full of drug dealing, gang violence, prostitution, and poverty. The media has sensationalized so much of the bad that happens in N. Mpls., much of the good is unknown. For example, a Minneapolis' City Pages Cover Story in August 2004 said, "This year the murder rate has doubled in North Minneapolis. What's changed? Nothing, really. That's the trouble." Television news coverage often focuses on the latest crime committed in N. Mpls. While ignoring similar crimes in other parts of the metropolitan area, the negative image portrayed by the Twin Cities media has created a powerful stigma that feeds the destructive forces.

Even the Mayor can't get away from casting a doom and gloom image for N. Mpls. In Mayor Rybak's recent annual state of the city address, he paid special attention to Minneapolis' north side. As reported in the Star Tribune (April 18, 2006), "the mayor said he believes this generation in Minneapolis will be judged on what it can do for the North Side, a part of the city now mired in unemployment and crime." Residents interviewed for the story were skeptical, saying "I'll wait and see if he's going to measure up" and "I've yet to see him walk through north Minneapolis." Representatives from various community development organizations were more hopeful, "the city is trying to have a concerted effort," "private capital is coming...historically, that hasn't happened."

Residents of N. Mpls. have attempted numerous times to change their community's negative image, sometimes with the help of the media. However, the stigma remains and impacts homeowners, residents, and business owners alike. Property values in N. Mpls. have not kept pace with the property values in other parts of the Twin Cities. N. Mpls. has beautiful historic homes and one of the largest collections of Tudors, a very popular home style for urbanites, in the area. The same Tudor that sells for \$350,000 on the airport flight path in South Minneapolis sells for only \$250,000 in the quiet neighborhoods of Camden (an area in North Minneapolis). In our research we have found multiple positive facts and images that have been overlooked and underemphasized.

Many of the city parks in N. Mpls. include baseball fields, basketball courts, picnic areas, tennis courts, wading pools and recreation centers where children and families can come

together for different types of activities. In addition to these amenities, there are two city golf courses, one public beach, and two scenic bike trails.

Some other highlights are the residents' love of historic style artifacts, as exhibited in original craftsmanship and attention to detail that exists in their homes. There are sidewalks from each home for children and residents to walk on to maintain their safety, boulevards containing large, well established trees creating a canopy effect of which suburbs would be jealous. Alleyways, detached garages, and front porches are used by families, which help create a sense of connection with neighbors. Many people that live in the community plan to stay, it is where they grew up, and they plan to raise their children in the same neighborhood.

North Minneapolis offers a variety of public services. It leads the way in an attempt to keep its city clean and offers communities and its members various services that they can rely upon. In addition to solid waste and recycling removal, Minneapolis residents also have services available such as Adopt-a-Litter Container, Adopt-A-Block, Adopt-A-Street, and Hire a Street Sweeper. This is only a small sampling of services available. There is also a new initiative for better street lighting in these communities to brighten up the neighborhood during the nighttime hours.

North Minneapolis (N. Mpls.) is organized politically into three City Council Wards: Ward 4 & Ward 5 represent the bulk of N. Mpls., while Ward 3 is a combination of neighborhoods east and west of the Mississippi¹. The neighborhoods in Ward 3 that are included in what is commonly referred as the "North Side" include Hawthorne and McKinley Neighborhoods on the west bank of the Mississippi River. Wards 4 and 5 are both located in Minneapolis' northwest quadrant, west of interstate 94 and north of interstate 394. Maps of

¹ Minneapolis recently underwent "redistricting" which resulted in significant changes in Ward structure and representation. Prior to redistricting, Ward 3 included more neighborhoods west of the river and was represented by Don Samuels, while Ward 5 was represented by Natalie Johnson, both of whom were African American. With redistricting, Don Samuels and Natalie Johnson were forced to run against each other for Ward 5's Council seat in the October 2005 election.

the Wards are located in the Appendix. North Minneapolis is rich in diversity with people from many different backgrounds and multiple community and neighborhood organizations².

Ward 3

Beginning with Ward 3, which is represented by Diane Hofstede, we will look at some significant characteristics of community wellness amongst a few specific neighborhoods within these three wards.

Distinguishing Features of Ward 3:
Farview Park Mississippi Riverfront Cityview Community School West Broadway

New Initiatives for Ward 3:
Hawthorne NRP Action Plan Upper River Master Plan West Broadway Alive

Population Characteristics

According to the 2000 U.S. census, Hawthorne Neighborhood's population was younger in 2000 than 1980; children and adolescents increased by almost 30% and the school age population (5-17 years old) grew by 93%. Children are almost 50% of the population of Hawthorne Neighborhood (Table 1). There was almost a 3% decline in the number of adults and 60% fewer senior residents, resulting in a slight decrease in the total population in the last 20 years.

The ethnic makeup has also changed significantly from 1980 to 2000. All ethnic groups except whites and American Indians increased in number. In the Hawthorne neighborhood, the white population dropped from 85% to 20% of the population. During that time period, the black population increased from 5% to 51% of the population, and the Asian population grew from under 1% to 17%. McKinley Neighborhood also experienced similar changes to

² A complete description of each neighborhood is available from the city's census website: <http://www.ci.minneapolis.mn.us/neighborhoods/index.asp>

the age and ethnic makeup of its population since 1980, although on a smaller scale. Fifty-three percent of the McKinley Neighborhood's population were children and adolescents (under age 19), and 10% of its population were 55 years or older.

The percentage of people in poverty was substantially higher in Hawthorne Neighborhood than citywide in 2000, with about 24% more people in Hawthorne below the poverty level. Hawthorne Neighborhood was about \$16,100 below the median household income for Minneapolis in 2000, and its median household income decreased from 1980 to 2000 by \$3,900. There was a significantly higher unemployment rate in Hawthorne Neighborhood than in Minneapolis; in 2000, it was almost 40% higher and almost three times greater than in 1980. In 2000, 55% of households in Hawthorne had annual incomes of less than \$25,000; while 21% of the population was receiving public assistance and 20% of individuals over 16 were unemployed. In McKinley Neighborhood, 32% of households had incomes less than \$25,000 and 8% of the population over 16 was unemployed.

Table 1. Ward 3 population in 2000 according to age, race, and ethnicity.

	% 0-18	% 18- 30	% 30- 55	% 55+	% Black/ African American	% Hispanic	% Asian	% American Indian	% White
Hawthorne	49%	22%	21%	8%	51%	5%	17%	2%	20%
McKinley	43%	21%	26%	10%	44%	3%	16%	3%	30%

Housing

A large proportion of the housing (59%) in Hawthorne Neighborhood is rented (Table 2). Thirty-three percent of the housing units in 2000 were owner occupied. Owner and renter vacancy rates are higher in Hawthorne than the city of Minneapolis as a whole (6.6%, compared to 3.7%, respectively). The housing values are on average \$50,000 lower in Hawthorne than in Minneapolis as a whole. Households in Hawthorne pay a greater proportion of their income for housing than Minneapolis residents do. In 2000, the median housing costs (including mortgage) was nearly 50% of the median household income in the Hawthorne Neighborhood; while in the city as a whole it was a more reasonable 30%. A substantial majority (81% in Hawthorne, 67% in McKinley) of residents have moved into the neighborhoods within the last 10 years.

Table 2. Ward 3 housing characteristics in 2000.

	# of Housing Units	% Owner-occupied	% Renter-occupied	% Owner Vacancies	% Renter Vacancies	% Turnover in last 10 years
Hawthorne	2,015	33%	59%	2.65%	3.95%	81%
McKinley	1,167	68%	23%	1.85%	10.20%	67%

Parks and Recreation

Ward 3 has a large park, Farview, and one small park, Perkins Hill. Farview has a recreation center and an active program roster of sports activities for children 6-12 and teens up to age 18. The Farview Recreation Center has a computer lab, an art room, and a gym. Farview offers activities for school release days, teen night, and activities for seniors, including trips, holiday meals, and slide shows. The Hawthorne Huddle, weekly meetings held at Farview Park Recreation Center sponsored by General Mills, is for residents and others to voice concerns about the community.

Hawthorne and McKinley Neighborhoods both have neighborhood associations: the Hawthorne Neighborhood Association and the McKinley Community. Hawthorne and McKinley Neighborhoods are part of the Upper River Master Plan developed by the City of Minneapolis, which calls for parks, redesigned streets, and associated economic development. The Hawthorne Neighborhood Association adopted an action plan in 1999 to help start new businesses, help small businesses expand, and attract new small business to the neighborhood. There is one school in McKinley Neighborhood, Cityview Community School. Hawthorne and McKinley Neighborhoods together have a total of ten churches within their neighborhood boundaries.

Ward 4

North Minneapolis’s City Council Ward 4, is represented by councilperson Barbara Johnson. The community includes the following neighborhoods: Victory, Cleveland, Webber-Camden, Folwell, Lind-Bohanan, and Shingle Creek.

Distinguishing Features of Ward 4:
Shingle Creek Elementary School Jenny Lind Community School Olson Middle School Henry High School Victory Memorial Parkway

New Initiatives for Ward 4:
Humboldt Greenway 42 nd & Russell Ave. N. Storm Drain & Pond Project Lowry Ave. Corridor

Population Characteristics

According to the 2000 census, all but one of the neighborhoods in Ward 4 experienced an increase in population. Folwell experienced the most growth with an additional 1,216 people. The income level in the Folwell neighborhood has declined by \$3,300 since 1990. The income level in this neighborhood is \$1,800 lower than the citywide median. The Lind-Bohanan neighborhood, which is located at the northwest section of Ward 4, lost 48 residents. The census bureau, reported that this neighborhood’s population has seen significant changes in race. The Caucasian population dropped from 93% in 1980 to 61% in 2000. Currently, the African American population makes up 18% of the population while the Asian population makes up 12% of all residents (Table 3).

Table 3. Ward 4 population in 2000 according to age, race, and ethnicity.

	% 0-18	% 18-30	% 30-55	% 55+	% Black/African American	% Hispanic	% Asian	% American Indian	% White
Cleveland	35%	23%	31%	11%	30%	3%	10%	1%	52%
Folwell	41%	22%	26%	11%	40%	4%	12%	2%	38%
Lind-Bohanan	32%	22%	29%	15%	18%	5%	12%	2%	61%
Shingle Creek	33%	22%	26%	19%	18%	4%	17%	2%	57%
Victory	29%	22%	33%	17%	15%	2%	6%	1%	72%
Webber-Camden	33%	8%	31%	29%	30%	5%	12%	2%	49%

Housing

Ward 4 is home to several new housing developments such as the Humboldt Greenway. This is a partnership between Hennepin County and the City of Minneapolis to build new housing and a greenway on Humboldt Avenue. Other housing developments include the Lowry Avenue Corridor and the Northwest Corridor. North Minneapolis continues to offer the most affordable housing in the twin cities. The following data is just a snap shot of what

is available in the 4th Ward. According to the St. Paul Area Association of Realtors, for the year ending 2004, the Camden neighborhood experienced an 8% increase in home sales compared to 2003. The average price rose from \$144,900 to \$157,000. In the Victory and Shingle Creek neighborhoods, which are located in the northwest portions of Ward 4, almost 90% of the homes are owner-occupied (Table 4).

Table 4. Ward 4 housing characteristics in 2000.

	# of Housing Units	% Owner-occupied	% Renter-occupied	% Owner Vacancies	% Renter Vacancies	% Turnover in last 10 years
Cleveland	1,283	82%	15%	0.6%	6.9%	70%
Folwell	2,153	73%	22%	2.35%	6.45%	69%
Lind-Bohanan	1,703	83%	14%	0.78%	3.24%	60%
Shingle Creek	1,116	90%	9%	0%	0.98%	57%
Victory	2,015	88%	10%	0.56%	1.90%	60%
Webber-Camden	2,235	57%	31%	1.7%	3.5%	68%

Parks and Recreation

There are numerous parks located in Ward 4. North Mississippi Regional, Bohanan, Webber Park, Victory Memorial Parkway, and the Webber Pool are just a few. Ward 4 is home to 7 public schools and 2 private schools. Neighborhood Associations are active, with monthly meetings advertised in the Camden Community News. Fourth ward CARE is a public website for citizens designed to inform residents about crime and public safety that exist within their neighborhoods. Churches are also abundant in North Minneapolis. In Ward 4, there are 19 places of worship serving the neighborhoods.

Ward 5

North Minneapolis' Ward 5 is represented by councilperson Don Samuels and consists of five neighborhoods: Jordan, Willard-Hay, Near-North, Harrison, and Sumner-Glenwood.

Distinguishing features of Ward 5:

New Harrison Elementary School Historic Community Neighborhoods North Community High School NorthPoint Health and Wellness Center and affiliates Northside Residents Redevelopment Council Theodore Wirth Parkway and golf course Urban League Summit Academy
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New Initiatives for Ward 5:

Basset Creek Development Ripley Gardens Near North redevelopment Heritage Park West Broadway Alive

Population Characteristics

Near North neighborhood's population increased 27% between 1980 and 2000 to 6,921 residents (Table 5). People of color comprise 58% of the population. Between 1980 and 2000, the African American population declined by 4,600 people, while the Asian population tripled from 1,000 to over 3,800. The percentage of people living in poverty is high in Near North, exceeding the City of Minneapolis percentage reported in 2000 by 21%. In 2000, 38% of Near North's residents and 38% of Near North's seniors lived in poverty. The percentage of families living below the poverty level reported in 2000 was 32%.

The Jordan neighborhood, also located within Ward 5, became a lightning rod for negative media attention in the 1990's and continues today. Jordan is located between Lowry Avenue and West Broadway. Jordan is primarily a residential neighborhood. Between 1990 and 2000 the Jordan neighborhood population grew by 16%, while the city overall only grew by 4%. Jordan's median household income (\$31,318 in 2000) has historically been lower than the Minneapolis median (\$37,974). Between 1980 and 2000, N. Mpls. Residents' household earning dropped on average by \$1,300, while Minneapolis as a whole saw its earning potential rise by \$5,000.

The 2000 census reported that Jordan's ethnic makeup has drastically changed since the 1980's. The population has become more diverse. Both White/Caucasians and American Indian populations have decreased while the Black/African American population dramatically increased from 379 people in 1980 to 4617 in 2000. Between the years of 1980

and 2000, the White/Caucasian population decreased more than 30% of its original number (from 6,912 to 1,964). Jordan also saw its population get significantly younger between these times. The number of children and teenagers grew by more than 80%, while the adult population increased by only 3%. The largest growth involved the school-aged, those between 5 to 17 years old. During this same time period, Jordan lost many of its senior residents (59% contraction).

The Sumner-Glenwood neighborhood has seen one of the most significant changes in its population. According to the Urban Coalition and the Wilder Research Center, 85% of the residents are people of color, with over half of them being Asian Americans. This is a major change since 1980, when there were no Asian/Pacific Islanders residents in the neighborhood. Sumner-Glenwood changed from being 80% African American in 1980 to a more equal distribution of African American and Asian in 1990.

Table 5. Ward 5 population in 2000 according to age, race, and ethnicity

	% 0-18	% 18-30	% 30-55	% 55+	% Black/African American	% Hispanic	% Asian	% American Indian	% White
Harrison	40%	23%	26%	11%	39%	5%	27%	1%	24%
Jordan	47%	21%	22%	9%	49%	4%	17%	1%	24%
Near-North	45%	21%	23%	12%	58%	9%	14%	1%	15%
Sumner-Glenwood	4%	24%	18%	21%	41%	6%	43%	1%	9%
Willard-Hay	42%	20%	25%	10%	64%	3%	12%	1%	16%

Housing

The number of homeowners in the Near North community is down slightly from the 1980's. However, there are major differences in the percentage of homeowners between Ward 5 neighborhoods. For example, in 1990, there were almost no owner-occupied homes in Sumner-Glenwood neighborhood, but both Jordan and Willard-Hay had high numbers of owner occupied homes (Table 6). In addition, low rates of home ownership and high percentages of housing turnover indicate that Ward 5's neighborhoods are relatively unstable compared to other N. Mpls. neighborhoods.

Table 6. Ward 5 Housing Characteristics

	# of Housing Units	% Owner-occupied	% Renter-occupied	% Owner Vacancies	% Renter Vacancies	% Turnover in last 10 years
Harrison	1,330	32%	60%	2.54%	3.51%	80%
Jordan	2,666	56%	36%	2.12%	6.47%	78%
Near-North	2,325	32%	62%	2.08%	3.02%	78%
Sumner-Glenwood	100	6%	68%	14.29%	1.45%	Not Available
Willard-Hay	2,997	63%	31%	1.51%	4.77%	64%

Park and Recreation Programs

Ward 5 has some of the most beautiful parkways and recreational areas in the city of Minneapolis. These highlights are rarely reported during the 10:00 news. These areas include numerous areas to play and participate in many different types of recreational activities. There are ten city parks located in Ward 5. Few communities can boast such a high number of well-kept parks within such a small distance. Also located here is the Eloise Butler Wildflower and Bird Sanctuary, Theodore Wirth off-road cycling trail, one of the oldest public gold courses in Minnesota (Theodore Wirth golf course), the Quaking Bog, and the North Commons Water Park.

Conclusion

While there may be despair in some people’s voices, faces and lives, this is not the voice of the majority. Many residents show incredible drive, spirit, and motivation to keep their history and cultures alive and evident each day. Communities in North Minneapolis have been portrayed poorly by the local media. As you can see, the area is a multi-cultural, multi-ethnic area that has much to offer its residents and those who are willing to look deeper than listening to a 30 second story on the 10:00 news.

Listening Project Methodology

Metropolitan State University Community Psychology graduate students were invited to sit in and observe seven listening sessions in North Minneapolis. The first two listening sessions students attended were on February 22, 2006 at Victory Lutheran Church. The two attending students observed and noted the responses of the participants from this community center (these two listening sessions occurred simultaneously). The third listening session we attended took place on March 11, 2006 at Heritage Park and was observed by one student. One student also attended a fourth session on March 14, 2006 at Ascension. A fifth listening session took place on March 15, 2006 at Way to Grow with two student observers. The sixth listening session we attended took place on March 23, 2006 at Harrison Park Recreation Center with two student observers present. Two students observed a seventh listening session on March 27, 2006 at Plymouth Christian Youth Center.

In order to better organize our contribution to the Community Listening Project and to not duplicate the efforts of the project staff, we created a set of research questions from which to conduct our own analysis of the data obtained from the listening sessions. The research questions that we created are listed in Table 7.

Table 7: Research Questions

How do the residents feel about North Minneapolis?
What are the strengths?
What are the concerns of the residents?
What actions are suggested to NorthPoint?
What are the indicators of sense of community?

Most of the questions are self-explanatory. However, the last question needs a bit of explanation. One of the theories that have been the groundwork for much of community psychology is Seymour Sarason's (1974) concept of "Sense of Community." He defined community as "a readily available, mutually supportive network of relationships on which one could depend" (p. 1), and defined sense of community as "the perception of similarity to others, an acknowledged interdependence with others, a willingness to maintain this interdependence by giving to or doing for others what one expects from them, the feeling that

one is part of a larger dependable and stable structure” (p. 157). He argued that a strong sense of community provides an antidote for alienation and loneliness. An absence or weak sense of community, he argued, is “the most destructive dynamic in the lives of people in our society.”

Later, David McMillan and David Chavis (1986), after an extensive review of sociological and psychological literature, identified four specific qualities or elements of sense of community: membership, influence, integration and fulfillment of needs, and shared emotional connection. The four elements are mutually related and strengthen each other. The concept of membership involves identifying oneself with a community and belonging. It is understood that communities have boundaries and common symbol systems that help create emotional safety and personal investment. Members who share a strong sense of community both influence others and are influenced by them (influence). Members of a community have shared values as well as exchange resources to satisfy members’ needs (integration and fulfillment of needs). The shared emotional connection, or “spiritual bond,” may be “the most definitive elements for true sense of community” (p. 14). Social processes that tend to enhance emotional connection include positive contact among community members, shared dramatic moments, honoring of members by the community, shared celebrations, and members investing themselves in their community. Research has shown that people with a strong sense of community are more likely to be involved in their community, and likewise, those who are more involved in their community have a stronger sense of community.

Participants

Several established community groups that work or live in North Minneapolis volunteered to participate in one of 20+ listening sessions that were facilitated by NorthPoint Health and Wellness Center representatives. Of the 7 sessions attended by the community psychology class, there were an estimated total of 55 participants; almost all participants were residents of North Minneapolis. Eight participants were staff members of the Way to Grow organization and two participants from Plymouth Christian Youth Center lived in South Minneapolis.

Procedures

At the beginning of each session a representative from NorthPoint Health and Wellness Center gave a brief overview to the participants on the objective and intent of the listening session. The facilitator then gave a brief introduction, which included the agenda of the session and a brief “ice breaker”; a reflection of North Minneapolis that allowed participants a chance to describe their connection to North Minneapolis. The facilitator then guided the discussion of the participants through a pre-planned list of questions in three main dialogue areas (Table 8), while the recorder documented the responses of the participants on a flip chart so the participants could see what was written.

Table 8: Community listening session agenda

Dialogue Area 1

What is your experience of community?
What is a healthy community?
What are the pieces of a healthy community?

Dialogue Area 2

Think about your experience of North Minneapolis community?
What makes a good community?
What are the challenges?
What makes you stay in North Minneapolis?
What would make you leave?

Dialogue Area 3

Let's talk about community resources or community organizations.
What resources are important for a community?
Are these resources available in North Minneapolis?
How do you feel when you access community resources?
Do you get what you need? What kinds of things make a difference in helping you get what you need for your family?
Do you get your questions answered? What is confusing?
What is helpful? What do you appreciate? What worked well for you and why? What would you like to change?

The facilitator's main function was to keep the conversation within the allotted time frame and on topic. Whether or not questions were combined or skipped was dependent upon the conversational flow of the participants. For some sessions, the facilitator repeated the

answers back to the participants to verify that the recorder(s) documented accurate participant responses.

The recorder documented all of the participants' responses throughout the discussion. Some of the listening sessions included additional observers beyond the students. Then the facilitator wrapped up each session by thanking the participants for partaking in the listening session and offered further information on NorthPoint's existing and future planned services.

Metropolitan State University graduate students were present but did not participate during discussions of the listening sessions. The graduate students observed the sessions and took separate notes that were not shared with the participants. Students listened for both the participants' responses to the questions listed above as well as searching for underlying answers to their research questions.

Data Collection

The collected data included observations and written documentation of the listening session participants' responses to the set of questions posed by the NorthPoint facilitator. Students also noted their reflections both during and after the session. Metropolitan State students then typed up their notes and the participant's answers for both sets of questions. Finally, each student provided the class with his/her typed responses for data analysis.

Data Analysis

Content analysis was used to evaluate the responses of the participants from ten typed listening session reports. Three students organized the responses based upon the research questions. For example, items categorized into 5 groups: residents feelings about N. Mpls., N. Mpls. strengths, challenges, suggestions for action, and sense of community. The categories were then examined for broader themes and trends.

This is What We Heard

Question 1: How do the residents feel about N. Mpls.?

There were mixed feelings about N. Mpls. While some indicated they felt comfortable, that people are nice and neighbors help and look out for each other, other's feelings were less positive. Some noted that their "neighborhood is different than it used to be" when the community was "more self-sustained and had grocery stores." People were concerned about the lack of businesses and the need to drive out of the neighborhood in order to find essential goods and services. For some, the diversity of N. Mpls. was seen as a plus, while others noted the changes in ethnic composition and the lack of appreciation or understanding among the various racial/ethnic groups.

People said they were frustrated that few people in their neighborhood participate in neighborhood association meetings or neighborhood events. People felt isolated because they never see their neighbors. They noted that it is hard to change people's perception of N. Mpls., and that city government doesn't seem to care. People did not feel safe, and their sense of community was diminished. Many talked of the need for change, building on what N. Mpls. has now and promoting its strengths.

Social Issues

Participants identified many social issues in North Minneapolis (Table 9). They are concerned about the number of people living in poverty, without or with limited income. Drugs, violence, and crime in their community make some residents scared and worried about their own and their families' safety. Several said they are afraid to go out or walk along the streets of North Minneapolis after sunset. They stay locked in their homes, isolated from friends and neighbors. Residents of North Minneapolis also struggle with racial issues. They emphasized that they experience prejudice and stereotyping in many aspects of their lives. Social services, from which people expect to get some help and support, were characterized as often lacking empathy and support.

Table 9. *How do the residents view/feel about North Minneapolis?*

Social issues	Participants' responses
Drugs, violence, and crime	<p>“Be aware at stop signs in your car”</p> <p>“I stopped going to Broadway because of the violence”</p>
Lack of residents' connection and involvement	<p>“I don't have time; I don't want to be in charge”</p> <p>“Cops don't care”</p> <p>“North side feels like a step-child of Minneapolis”</p> <p>“Little connection in the neighborhood...”</p> <p>“Young people who have moved here recently do not want to get involved...”</p>
Negative media image	<p>“North Minneapolis is focused on drugs and crime”</p> <p>“People fear stories they hear on TV”</p> <p>“The media pick up negative things and create a misleading picture”</p>

Community connections and involvement

North Minneapolis residents talked about the lack of connections and community involvement. Neighbors don't know each other and don't socialize. Many have lost faith in any improvement of the community's situation. They don't believe that positive changes will happen and they are hesitant to get involved in order to make any changes. According to the participants' responses, even the police and local government seem to not care about their concerns.

Negative media image

The social problems participants identified are some of the major causes of N. Mpls.' negative image. However, they also talked about how the media over emphasizes the negative events and under reports the positive in N. Mpls. Residents struggle with the results of the community's bad reputation in everyday life. Participants experience prejudice and

distance at many levels in contacts with people. The negative portrait of their neighborhood is also a barrier that stops potential investors from bringing their businesses and services to their community. In addition, it takes away residents’ opportunities for better jobs and services.

Question 2: What are the strengths of N. Mpls.?

Social organizations and services

Despite the fact that participants face and struggle with many social issues and concerns, they also are aware of many positive aspects in North Minneapolis (Table 10). They value these strengths and see the potential in them. One of those strengths is the variety of social organizations and services. Participants often reported the significance of neighborhood associations that allow them to meet new people and to engage in social activities. Also, local newspapers and newsletters like Camden News and Victory View are a great source of information for residents. Social services, churches, libraries, and recreation centers with their outreach programs are valued and appreciated.

Table 10. *What are the strengths of North Minneapolis?*

Strengths of North Minneapolis	Participants’ responses
Social organizations and services	<p>“Library delivers books to residents”</p> <p>“We have a service area, a clinic in Hennepin County”</p> <p>“Neighborhood associations allow people to meet and engage in different activities”</p> <p>“Camden newspaper and Victory View”</p> <p>“Good agencies”</p> <p>“Libraries and churches”</p>
Diversity	<p>“A lot of culture is here”</p> <p>“People look like me”</p> <p>“Neighborhood is more diverse”</p>

Family/friends network	<p>“Neighbors help each other with chores and look out for each other”</p> <p>“Extended family relations”</p> <p>“Network of support”</p> <p>“Connection between families”</p>
Environment	<p>“Nice drive, close to downtown...”</p> <p>“Housing styles”</p> <p>“No plane noise, big trees”</p> <p>“Beautiful parks”</p>

Diversity

Participants stated that the presence of diverse cultures in North Minneapolis is a strength of the community that potentially can have a big impact on development and improvement of the neighborhoods. Participants noted that people of color coming from various cultures and backgrounds can also serve as great volunteer resources, but they need to be encouraged to be involved in the community.

Family/friendship network

While dealing with the everyday life problems and concerns, participants noted that they rely on their family and friendship support networks. They appreciate their respect, understanding and support. Their friends and family give them a sense of belonging and identity.

Environment

The parks and recreation opportunities, the style of homes, the quiet neighborhoods are what keep people in N. Mpls., and what attract new home buyers to the area. Homes are affordable, have historic significance and craftsmanship quality. The drive to downtown Minneapolis is only minutes away on a 5 lane expressway with relatively little traffic, even during rush hour. These are the pluses of which N. Mpls. residents are very much aware.

Question 3: What are the concerns of N. Mpls. Residents?"

A sense of community

According to participants' responses, there were elements that both contribute to and diminish a sense of community in N. Mpls. (Table 11). Participants expressed a desire to get to know their neighbors and a certain sense of stability in living within the same N. Mpls. neighborhood over time. Participants attributed a diminished sense of community to a variety

Table 11. *What are the concerns of the residents of North Minneapolis?*

Issues of Concern	Participant's responses
Sense of Community	<p>“People stay in their homes.”</p> <p>“Some people are nice.”</p> <p>[I get] “odd looks from people when” [I say] “hello to people on the street.”</p> <p>“People in the neighborhood fear stories they hear on TV and in the newspapers, and they are afraid to come out and meet neighbors.”</p> <p>“Black and Spanish kids are great, but people often connect them with crime.”</p>
Neighborhood and Community Resources	<p>“There is not a lot for kids. They go to malls and play the lottery. They have to find things to do like Brooklyn Center...”</p> <p>“[We] need a wider variety of stores”</p> <p>“There is no communication between services and people, therefore we need to inform people about services at NorthPoint”</p> <p>“We need more amenities so we do not have to drive a car for every little thing.”</p> <p>“It was nice to walk with the kids to Red Owl or Country Club, but now we have only convenient stores.”</p> <p>“I hate the Halal markets and Cub Foods! We need a new store in this area because we have to go to South Minneapolis.”</p> <p>“Opat should represent us and our business in North Minneapolis, but he says, ‘why are you bothering?’” (A woman who opened a</p>

	<p>business)</p> <p>“Let us talk to the agency that is responsible! There are no resources in North Minneapolis!” (Somali woman)</p>
Housing	<p>“We try to know neighbors but the renters are not neighborly.”</p> <p>“I’m getting older, so if I were unable to keep up with my house or walk up the stairs, I would move to a townhouse.”</p> <p>“There are lots of new houses in Jordan, but the perception is terrible.”</p> <p>“Housing is impossible.” (Way to Grow staff)</p> <p>“Down payments are nearly impossible.” (Way to Grow staff)</p>
Illegal Activities and Loitering	<p>“Crime in North Minneapolis is overwhelming and people don’t think of the positive aspects, there are some positive, like garbage pick-up, but that’s changing too”</p> <p>“There is no consequence for crime, the criminals need to be punished more; judges are too lenient.”</p> <p>“Police don’t get involved unless it is a bigger crime.”</p> <p>“We have only one police car assigned to our neighborhood.”</p> <p>[The community is] “lackadaisical about gun violence.”</p> <p>[Kids pouring pop into gas tanks]...I’ve been her 15 years and I’ve never seen anything like this!”</p> <p>“Prostitution has increased over the last year at 26th and Broadway.”</p> <p>“Nothing happens when we call City Hall or elected officials so we don’t even call them anymore.”</p> <p>“People in the neighborhood fear stores they have heard on TV and in the newspapers, and they are afraid to come out and meet neighbors.”</p>

of reasons: (1) lack of community social and cultural events, (2) high turnover of residents, particularly among renters, (3) changes in work patterns (women work outside the home today, unlike the past when women stayed at home, raised children, and knew their

neighbors), (4) absence of community schools, and (5) people don't see each other during the winter months. Although ethnically diverse groups are seen as potentially valuable resources for future volunteerism and community involvement, the presence of diverse cultural groups today is seen by residents to contribute to isolation.

Participants expressed a sense of hopelessness about doing anything about the problems they face in their communities. One participant pointed out an attitude by many North Minneapolis residents of "What's in it for me?" which was said to be reflective of the state of mind of the general public in today's American society. This attitude often hinders a community to act effectively to solve its own problems.

Neighborhood and community resources

Other concerns of participants were focused on resources within neighborhoods and the community. Lack of jobs and diversified businesses in North Minneapolis were primary concerns of residents. Participants saw the need for employment counseling services and businesses that employ local residents. One problem residents saw that adds to the disconnection between residents and the local business community was a lack of respect of the community by business owners. They identified the need for businesses such as grocery stores, family restaurants, bike shops, copy centers, and bakeries that employ local residents, and were critical of the number of fast food restaurants, liquor stores, hair salons, quick cash stores, record stores, and bars. They observed that there were a lot of vacant businesses on Broadway. Participants were discouraged by the necessity of having to drive out of the local area to get to businesses because of the lack of local businesses.

The absence of community schools in N. Mpls. results in little connection between children within their own neighborhoods, as suggested by one participant's comment: "There are no community schools. Children need to be driven to school or to their friends' houses." Another barrier that isolates children from other children in their neighborhoods is their involvement in extra-curricular activities after school. Participants saw a lack of positive youth programming in N. Mpls. and activities for youth such as bowling and skating.

Lack of social services in N. Mpls. was another concern of participants, particularly health services (physical, mental, and dental). Poor public transportation and lack of bus stops nearby was a frequent problem. Transportation was a problem especially for the elderly, who need health services more frequently and transportation to those services.

Participants expressed that youth's lack of respect for self and authority, increased sexual activity, teen pregnancy, and the unaddressed need for mental health services as issues that exacerbate community problems.

Housing

Housing was another issue of primary concern to residents. Among the housing issues identified were the need for more affordable housing, better quality housing, larger size rental units, turnover of residents, and poor upkeep of rental buildings. Poor property upkeep and little communication between neighbors was associated with the high rate of housing turnover in N. Mpls., particularly in rental housing. As one participant stated, "people do not want to settle down in the neighborhood and take care of properties." Participants identified a lack of townhouses in N. Mpls. as retirement housing for the elderly.

Illegal activities and loitering

Many participants were concerned about the lack of personal safety and an increase in crime. Participants saw illegal drugs and drug dealing as a primary problem in N. Mpls. Participants have observed drug dealing in front of stores and in front of the local Police Department. One participant related the experience of seeing drug paraphernalia "all the time" in the McDonald's bathroom on Broadway. The most common property crimes identified were vandalism of cars, house break-ins, and stolen cars. Children do not have safe places to play and their bicycles and shoes are stolen frequently when left unattended. Prostitution is an increasingly visible problem on North Minneapolis streets that residents are concerned about. In particular, residents expressed two areas of N. Mpls. as unsafe, Broadway and Lowry Avenues.

Loitering occurs often by strangers on N. Mpls. streets and in neighborhoods. The frequency of trash seen around the community is a definite problem and points to an underlying issue of pride in the community. As one participant stated, "...a milk shake thrown out by kids from the back seat of a car. I've lived here 15 years and I've never seen anything like this!"

Participants agree that a big part of the problem is that there is not enough police presence in N. Mpls. They stated that there needs to be more police on foot assigned to particular neighborhoods. Police do not cooperate to investigate resident reports and do not

get involved unless it is a bigger crime. And, there is not enough punishment by the court system for criminals. One participant summed up the police's opinion of local residents, "they think we're nuts!"

Some participants emphasized that crime in North Minneapolis is exaggerated; the media portray a misleading picture of N. Mpls. by only picking up on the negative things that happen. The news coverage in the local media on crime in N. Mpls. fosters distrust among neighbors and residents. The news media coverage especially heightens distrust toward African Americans who are often targeted in media news stories.

When residents do attempt to do something about issues by contacting the City Council, they express frustration with the outcomes; they say that the City Council members are inaccessible to them and do not respond to their concerns or requests.

Question 4: What actions are suggested?

Service improvement

In response, participants suggested many actions that should be undertaken in their community (Table 12). They emphasized the need for services improvements, in particular better transportation, improved education, more police protection, better housing and health services as well as improved communication between service providers and community. For example, participants indicated that NorthPoint should provide transportation for its clients, services in Spanish, and mental health services. Also, several participants stated that there should be more programs to help increase home ownership and more cooperation from the police to provide safer neighborhoods. Although participants argued the need for more police, their emphasis was on police who can connect and work with community members; one's who will get out of the car, walk and be visible.

Table 12. *What actions are suggested?*

Areas of actions	Participants' responses
Services improvement	<p>“We need back trolleys”</p> <p>“We need to provide information in other languages”</p> <p>“Encourage communication between services and people, keep people informed...”</p> <p>“Grocery stores in the neighborhood, wider variety of stores”</p>
Community building	<p>“We need to be supportive for new people otherwise they will leave the neighborhood”</p> <p>“...Citizens should call a mayor or city council because they may do something for us”</p> <p>“Encourage people to get involved”</p> <p>“Community leaders should work close with community members”</p>
Economic development	<p>“We need to improve local business because everyone goes now to Sam’s Club to save money”</p> <p>“Increase home ownership”</p> <p>“Job opportunities, high paying jobs”</p>

Community building

Community building is another area requiring some determinant actions.

It is very hard to focus citizens’ attention on specific issues and engage them in social activities and social networks. Participants identified a desire for leadership development and block clubs. They would like to see actions that attract people to the community and involve

people in community activities and neighborhood organizations. Social and cultural events should be organized for different age and ethnic groups. The participants talked a lot about encouraging people to get involved in the community and the importance of getting to know your neighbors. They also stressed the importance of socializing, increasing respect and understanding, and creating supportive networks.

Economic development

The next target of improvement identified by residents is the economic development of North Minneapolis. The citizens reported the following needs in this area: developing local business, providing more stores and improving job opportunities. This includes a diversity of retail, food, and entertainment opportunities. In doing so, community leaders should work closely with community members, while developing local leadership and business enterprises.

Question 5: What are the indicators of sense of community?

Services and resources

According to participants' responses, services and resources are the major indicator of sense of community (Table 13). The participants often stated that effective services and access to resources were important for developing sense of community; emphasizing education, housing, public transportation, health services, employment services and services for multicultural communities. Strong community leadership as well as trustful local businesses and media may provide the residents with an improved sense of identity and belonging. In addition, available resources such as libraries, churches, parks and recreation centers help to create citizens' sense of community.

Community involvement

The best way to experience sense of community among residents is involvement in social activities and the creation of social support networks. The examples of involvement reported by participants include neighborhood associations, social events, activities for children and adolescents, support networks, and positive relationships with neighbors. The participants often stated that the connections between families or neighbors, helping each other as well as engaging in social activities contributed to their sense of community.

Table 13. *What are the indicators of sense of community?*

Indicators of sense of community	Participants' responses
Services and resources	<p data-bbox="818 365 1377 470">“We grew up in communities where everything was available; now the world has changed”</p> <p data-bbox="818 508 1325 541">“...Lots of potential and it is evolving”</p>
Community involvement	<p data-bbox="818 554 1312 583">“...We should promote our strengths”</p> <p data-bbox="818 621 1370 678">“Community is real and honest, not phony baloney, not fake”</p>

These findings are consistent with the four elements of sense of community: membership, influence, fulfillment of needs, and shared emotional connection (McMillan & Chavis, 1986). Membership in neighborhood associations, engagement in social activities and taking care of the neighborhood as well as access to resources and addressing the needs of the community members are all indicators of sense of community that frequently occurred in the listening session participant responses (Table 14).

Table 14: *Sense of community*

Membership	<p data-bbox="652 1192 1347 1260">“Neighborhood association allows people to meet and engage in different activities”</p> <p data-bbox="652 1297 938 1331">“People look like me”</p> <p data-bbox="652 1369 1302 1436">“We try to know neighbors, but the renters are not neighborly”</p>
Fulfillment of needs	<p data-bbox="652 1484 1026 1514">“Good schools and teachers”</p> <p data-bbox="652 1551 1321 1619">“We grew up in communities where everything was available, now the world has changed”</p> <p data-bbox="652 1656 1380 1724">“Neighbors help each other with chores and look out for each other”</p>

<p>Influence</p>	<p>“There is no communication between services and people...”</p> <p>“We have to get more involved, citizens should call their representatives...”</p> <p>“Unassuming working class types, don’t ask for what they need”</p>
<p>Shared emotional connection</p>	<p>“Little connection in the neighborhood” “People stay in their homes”</p> <p>“Community is real and honest, not phony”</p> <p>“We need to be supportive of new people otherwise they will leave the neighborhood”</p>

So what does this mean?

North Minneapolis boasts some of the most beautiful green areas and parks in the city. It is home to many new projects, including new housing and economic development corridors. North Minneapolis is a diverse community, economically as well as socially. In the last 25 years, the neighborhoods that make up N. Mpls. have experienced a significant amount of change. Neighborhoods, which were predominantly white in 1980, are now more diverse. African Americans have been joined by Asian and African immigrants, resulting in a patchwork quilt of culture across the city's north end. The population in many neighborhoods has increased significantly. For whatever reason, however, the growth of diversity and population has not been matched by a growth of economic prosperity. Businesses have shut down or moved out of the neighborhood (e.g. Kowalski's and Target are two of the largest). Household earnings in many neighborhoods have dropped, while earnings city wide have increased. Poverty rates in some areas are 15-20% higher on average than the city as a whole, especially among the elderly.

While some neighborhoods are relatively stable, have a high percentage of owner-occupied housing units and relatively low rates of turnover, other neighborhoods are fraught with 70-80% turnover rates combined with low rates of owner-occupied residences. These less stable neighborhoods can become breeding grounds for apathy and isolation, both of which do not help to discourage or prevent the various social ills that N. Mpls. experienced. Participants in the listening sessions expressed their concern that renters do not have the pride in ownership that motivates people to get to know their neighbors and maintain a clean and safe neighborhood. They are concerned about the perceived high levels of crime and victimization that result from a lack of community involvement. Several of the participants shared their experiences of victimization, attesting to the very real fact that current efforts to prevent and eradicate crime are ineffective. Their experience with those whose job it is to prevent crime has not been positive. In their eyes, there hasn't been enough law enforcement and that which has occurred has not engaged with the community. Rather, the community has felt as if they are targeted (e.g. prejudiced cops) or not taken seriously. Participants said the "cops don't care," the police do not support positive action in the neighborhood, and police are selective in what they investigate; they don't get involved.

The media's portrayal of North Minneapolis has not helped. People are afraid to live in their neighborhood and therefore don't get involved. The media consistently connects crime with Black people, which helps to create prejudice and fear of Black individuals.

It is clear that neighborhoods in N. Mpls. are not all equal, nor are they all in dire straits. Participants in the listening sessions identified many strengths of their community. Social organizations and services, such as libraries, clinics such as NorthPoint, neighborhood associations, local newspapers and newsletters, churches, the African American Men's project and other social organizations and service agencies were all seen to contribute positively to their community. In addition, participants indicated that community members who treat each other with compassion, respect and dignity are valued and add to the community's strength. Home ownership and opportunities for people to get involved and volunteer help to create a positive sense of community.

Residents recognize the value of their more affordable, craftsman quality homes, quiet neighborhoods without airport noise, green ways and parks, and easy commute to downtown as strengths. Many have extended family in the neighborhood, their ties to N. Mpls. going back for generations. For many, N. Mpls. is their home and their sense of community is wrapped up in the extent to which they are a part of what goes on in the community, the multiple opportunities for them to get involved, meet people, and be engaged in community life. Many see the diversity of their neighbors as a strength that can be built upon. However, they pointed out that many of the new immigrants are less likely to get involved in the broader community and would like to see actions taken that would encourage more cross-cultural socializing.

Yet it is clear from the analysis of what was said at the listening sessions that N. Mpls. residents are divided. On the one hand, participants expressed very negative views of their community, indicating that they no longer feel safe and that people are afraid to meet their neighbors because of the stories they read in the news or see on TV. People stay in their homes and don't get involved in their community. On the other hand, participants described North Minneapolis as an area where people are encouraged to stay. Neighborhood associations allow people to meet and engage in different activities. Areas of N. Mpls. that have more homeowners than renters feel more comfortable; the more stable neighborhoods

encourage feelings of connectedness, a sense of belonging and a sense that the community is “real and honest.”

The public schools were another source of concern. Residents felt that there are not enough schools in their community. Thus, their children do not go to school with friends from their own neighborhood. There is an unfavorable attitude towards North High resulting in parents/guardians wanting their children to attend other high schools. The growing number of ethnic and immigrant groups in North Minneapolis present schools with multiple challenges. However, teachers who are from the various ethnic and cultural groups that exist in N. Mpls. are rare in the public school system in general and N. Mpls. in particular.

What are the implications of our findings for NorthPoint Health and Wellness Center?

NorthPoint Health and Wellness Center’s vision for a seamless mental health, health, and social services center is in the process of being realized. Their willingness to engage with the community is evident in their sponsorship of the Community Listening Project. However, the results of this project are but one step in the process. Obviously, many community members see N. Mpls. as a “pot-of-gold,” while others have a need or desire to paint a bleaker picture. The challenge or implication of this project for any organization located in N. Mpls. is the necessity for changing the disharmony and disconnect North Minneapolis residents experience.

As evident in the experience of many community projects, no project can begin without broad consultation with community members - - civic, political, religious, etc. High levels of participation and commitment by community members is what leads to change within communities, and unless a level of participation and accountability is institutionalized and structures are created and sustained, participation and commitment to community will not continue or thrive.

In order to be useful to N. Mpls., a process of community transformation must be undertaken. This process must include both action and reflection by community leaders and members - - the experts - - who live and work in North Minneapolis communities and who share a common goal to transform the perceptions of this community by committing themselves to serving as agents of change. By starting with the issues on which the community has strong feelings - - hope, fear, worry, anger, joy, sorrow - - and bringing these

to the surface, NorthPoint and its allies can begin to have favorable impact on North Minneapolis' ability to break through its diminished sense of community and the powerlessness which seems to paralyze much of the community. The listening sessions are just a beginning.

NorthPoint's community listening project is critical in that it helped to provide a forum for dialogue in which community members expressed their feelings of hope, fear, worry, anger, joy and sorrow in relation to their experiences of North Minneapolis. Dialogue requires patience, humility, and a real belief that there is something that we can learn from each other. It requires being open to new information, a willingness to be challenged and a deep hope that change is indeed possible.

The listening sessions allowed participants to contribute valuable information and the dissemination of the results will allow community leaders to begin to understand the concerns, perceptions, and issues affecting their community. The Community Listening Project allowed for the identification of generative issues of the community - - issues that link feelings to facts and highlight the contrasting perceptions of residents, those portrayed by the media, and those of people who work in N. Mpls. and live elsewhere.

Participating in the listening sessions allowed community members, through a series of questions, to describe and analyze the issues that they identify as problems. It allowed them the opportunity to relate their concerns to real situations in their lives and it generated an energy that motivated participants to want to change their community. But motivation without action and continued engagement goes nowhere.

Some of the issues identified by participants carried very negative perceptions of what is occurring in North Minneapolis and focused on the community's weaknesses and shortcomings. Participants emphasized the lack of adequate and affordable housing, the lack of access to employment and educational opportunities. They spoke of the lack of police visibility and of high crime rates and how these contribute to their sense of safety. They shared their views on the lack of involvement by community leaders and community members and were able to reflect on their own lack of involvement as well.

We interpret these findings as ways in which participants communicated and expressed their own sense of hopelessness, helplessness and powerlessness in a situation that they feel is out of their control. When comparing and contrasting their perceptions with existing

interpretations, it is no wonder that participants feel so disconnected - - there is little sense of community; community leaders are not visible and consistent in their actions; there is no movement in place to attract, engage and involve community members and leaders to take action. Not enough is being done, further aggravating the distrust in community leaders, agencies and systems which are meant to create a sense of safety, a sense of belonging and a sense of community.

Community leaders who have vowed to stand by North Minneapolis do so in ways that can be construed as self-serving; after the pomp and circumstance has fizzled - - they vanish. They tend to come around acting like they are going to do something and then don't - - adding to the growing distrust of community members in North Minneapolis. Currently North Minneapolis finds itself in a reactionary mode, the community's goals need to be reexamined and refocused on preventing the issues identified by participants versus simply responding to them.

Limitations

As with all research - - methodology, design and data collection play an intricate role in the interpretation of the results. For example, in projects such as this, it is important that facilitators are trained and have skills and/or expertise in serving as a facilitator. They need to be able to build relationships with participants that will allow them to feel comfortable to share their thoughts with the group, and be able to elicit a variety of responses from participants. When the person who is facilitating a listening session does not have these abilities, the results of the meeting may be inadequate or irrelevant, thus not allowing the project to be as beneficial as it could be. The role of the facilitator in leading the Community Listening Project's sessions is especially important as the facilitator's expertise and experience is what guided the dialogue and what insured that the objectives and outcomes of the project were met. The role of the facilitator was to assist participants in understanding what was expected of them and to insure that participants understood what was going on at all times during the process, providing guidance and clarification as needed. For the most part, the facilitators in this project were exceptional in encouraging everyone's participation, keeping people on track, and engaging participants in an in-depth dialogue. There were a few instances in which the dialogue would have been helped by a more structured approach, such as a "round robin" method that allows each person, one at a time, to address one issue at a

time. This helps to keep individuals who want to dominate the discussion from doing so, and allows those who are more reticent to have the space they need to come forward.

Another aspect of the project that limits its potential usefulness was the use of already formed groups. The members of these groups may be the more active in their community, or more alienated. It is hard to tell. Did the members of the various listening sessions adequately represent all of the potential variation that exists in N. Mpls.? Probably not. However, as we have said earlier, it is one step further than where we've been before.

It is encouraging that N. Mpls. community members have been given respect and treated as principal stakeholders in the process of the Community Listening Project, as they are the "community experts" and information that comes from them allows us to gain an understanding of how the issues affect their lives. In the past, decision makers who are neither residents of North Minneapolis or work in North Minneapolis have based their perceptions of and actions regarding North Minneapolis on their limited experience and biased views of the community. The benefit of this project and the ability of the results to accurately reflect the needs and strengths of the community are limited by the extent to which the listening project did indeed engage actual community members, those who live in N. Mpls., in the dialogue. For the most part, residents made up the bulk of the people present at the listening sessions we attended. However, several did not live in N. Mpls. and others were only temporarily housed in N. Mpls. because of their treatment program. Their views were more likely to be affected by the stereotype of N. Mpls. rather than their actual experience.

Suggestions for NorthPoint Health and Wellness Center and affiliates

Based on the results of this project, we submit the following suggestions to strengthen NorthPoint's capacity and effectiveness in North Minneapolis.

- Adapt current programming to include peer support or community groups in order to meet community members needs through informal helping mechanisms of neighbor helping neighbor. Support groups could be formed and meetings held in NorthPoint's facilities at little cost. These support meetings could identify ongoing issues and help align community residents to resources to better meet community needs. This would help increase residents' community engagement and commitment, as well as empower residents.

- Develop positive youth programs to counter peer pressures and encourage healthy coping mechanisms. Provide after school and weekend community programs based on furthering youths' current interests in arts and culture. Allow youth to create their own programming, such as art shows and cultural exchanges. Activities such as building gardens and keeping the streets clean can be coordinated through neighborhood block associations to encourage community pride. Provide venues for youth to discuss peer pressures around drugs and violence. Youth to provide peer support in making the right decisions. Plays and skits could be developed, rehearsed and performed at community venues by youth to educate one another about peer pressure around drugs and violence. Increasing their levels of community engagement and participation can increase youth empowerment.
- Focus efforts on bringing in positive media coverage. Community fundraisers and social activities/events can call on the media to highlight the positive gatherings within the community. These positive images can over shadow the negative media images that are currently preventing effective economic development. The negative images of North Minneapolis have had a history of not attracting community minded investors and new home owners to the area. Create a NorthPoint Community News Letter. Highlight the positive aspects of the community or surrounding communities. Feature the contributions of individuals within the community or surrounding communities. Write articles sharing stories of hope.
- Organize residents to increase social networking. The development and support of Neighborhood block associations can enable people to have more opportunities to meet and greet their neighbors. Active neighborhood and block organizations foster community connectedness by increasing social engagement. The development of Neighborhood Watch programs can further develop and enhance the social networking of residents while also deterring crime, resulting in communities with greater safety.
- Partner with other local social service organizations to increase collaboration and efficiency between service providers within the community and neighboring communities. Attract stronger organizations and help further their commitment to

community development. Help lobby Hennepin County, the city of Minneapolis and the state of Minnesota for funds and incentives to improve North Minneapolis' community and police relations. Provide incentives encouraging social, health, mental health and other service organizations to conduct their programs in a way that empowers North Minneapolis residents.

- Host culturally competent programs to reach all members of the community. Ensure diversity training amongst all staff and personnel to reflect the diversity of the community. Acknowledge and or celebrate all cultural diversity dates and points of recognition. Encourage the use of language interpreters and cultural bridgers.
- The physical atmosphere of NorthPoint should be warm and inviting. It should reflect a community gathering and welcoming place for all community residents. All people should be welcomed.
- Demonstrating empathy and respect is very important to North Minneapolis residents. Hire people from within the community when able and train all hires about specific neighborhood issues. Discourage NorthPoint employees from working from preconceived notions regarding N. Mpls. and what they think the residents and issues of North Minneapolis are.
- Increase and support community engagement activities by fostering what is valued by the community. Regularly hold listening sessions to maintain a barometer on the hearts and minds of the residents of North Minneapolis.

The above recommendations for NorthPoint are consistent with the four major elements of the psychological sense of community identified earlier (McMillan & Chavis, 1986; McMillan, 1996). By engaging residents in dialogue and promoting opportunities for community members to become involved and connected to their neighborhood and neighbors, the actions NorthPoint and its associates take can increase residents' sense of community.

Our recommendations to NorthPoint in conducting future community listening projects are to identify and work with multiple community experts in North Minneapolis. We suggest working with neighborhood groups and citizens to identify the silent voices and bring to light

the non-dominant narratives in the community. Future projects are encouraged to mobilize and engage multiple residents in developing their own understandings of their strengths and needs and allow them to decide the direction for change and facilitate processes by which they can address them. We applaud NorthPoint's willingness and desire to begin the process of drawing out the strengths in North Minneapolis and listening to the community experts; to help to build them up so that they can build a future for themselves and reclaim their power.

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Appendix

Content Analysis Results

How do the residents view/feel about North Minneapolis? (quotes)

- Neighborhood association allows to meet people and engage in different activities
- The neighborhood is different than it used to be; people are busy, work a lot; before women stayed at homes, raised children and knew the neighbors; the community used to be self-sustained, had grocery stores
- Little connection in the neighborhood; among 4300 of the community members only 200 comes to the neighborhood meetings; only 200 comes to church
- People in the neighborhood fear stories they hear on TV and in the newspapers, and they are afraid to come out and meet neighbors
- Nowadays, there are no community schools, children cannot have the same friends from school and in the neighborhood, mothers have to drive children to their friends' houses, and also many mothers work full time
- North Minneapolis has a bad perception in the society; the media pick up negative things and create a misleading picture
- Young people who have moved here recently do not want to get involved in the community, because they just stay here for a little while; people say "I don't have time, I don't want to be in charge"
- We need more volunteers, ambassadors, and new business in town
- We do not have a place for people to go for help; there is Pilot City for people with economic issues, who cannot afford clinic, but they do not view this as a resource,
- We have a service area, a clinic in Hennepin County and job services
- Neighborhoods are changing; people are not used to Black or Spanish people; there is no understanding and no appreciation that the world is changing and Black and Spanish kids are great; but people often connect them with crime
- One participant was frustrated because she organized some activities for her block party, e.g. pumpkin curving, and only few people showed up
- It is hard to change people's perception, even people who live here and want to make a change
- Customers prefer to go to Wendy's or McDonalds, it is frustrating because people prefer to drive to fast food than eat here at local restaurants
- Perception of crime in the neighborhood, there are lots of new houses in Jordan, but the perception is terrible
- Spooky
- Be aware at stop signs in your car
- Sense of familiarity
- Lots of concern from family members
- North Minneapolis is focused on drugs and crime
- Residents of North Minneapolis exaggerate on the crime rate on the North side
- If someone offered me a free house I would never live on the North side
- My son's friend got killed in his garage when he was working on his vehicle
- North is not bad
- Comfort level of N Minneapolis brings feelings of being connected

- People stay in their homes
- N Minneapolis has more home owners than renters
- Homeless people and abandon cars
- More fast food restaurants than sit down restaurants
- Didn't get any help
- Bus driver pass people waiting for the bus
- Lack of empathy when people can't articulate what they need
- Biased attitudes towards youths (class, wealth)
- Clients not treated respectfully by the service providers
- Lack of respect
- It's changing; needs guidance from officials
- More diverse
- Young people who have no respect
- Bad neighbors
- The neighborhood is disposable; no pride or ownership
- The rentals are problems
- Business owners like the mix of the community
- Race issues
- Cohesiveness is missing
- Cops don't care
- North side feels like the step-child of Minneapolis
- It is easier to move than work on problems in the neighborhood
- City government doesn't care about N Minneapolis
- Crime in N Minneapolis is overwhelming and people don't think of the positive aspects
- I stopped going to Broadway because of the violence
- Paranoid about walking around: cautious, no eye contact, holding purse, not smiling at others
- Shooting on Broadway
- Too much violence at night and during the day now
- Broadway has a bad reputation
- Drugs
- Poverty
- Supportive of sober living
- Very comfortable
- Forgo late nights activities
- Drug deals everywhere on Broadway
- Not safe in N Minneapolis
- No sense of community anywhere in N Minneapolis
- Lowry as bad as Broadway
- Living in the city is scary
- Threatened/ intimidated by city folks
- Some people are nice
- Scared about being about and about
- Supportive- not everyone on the streets is bad
- Odd looks from people when she says hello to people on the street

- Hardly any restaurants that deliver
- Her car got stolen three times
- A lot of people have prejudice when they come from S. Mpls and vice versa
- Came N to listen KMOJ when she was younger; this was the only radio station that played black music in Minneapolis
- There is not a lot for kids, they have to go to Brooklyn Center
- Clubs are all in N, bigger and a lot of negatives come with it
- Everything in N is magnified
- A lot of culture
- Neighbors helping with chores and looking out for each other
- Friendship; neighbor relations, sense of belonging to community
- Family oriented positive network of support
- People look like me
- Community is real and honest, no phony baloney, not fake.

What are the strengths of North Minneapolis?

- Neighborhood associations allow to meet people and engage in different activities
- Camden newspaper; Victory View
- Clean up dates, picnic, events, where you can see more people
- We have a service area, a clinic in Hennepin County and job services
- Small grocery stores in neighborhood
- Good agencies
- A lot of culture, diversity
- Food delivery
- Less expansive houses
- Neighborhood diverse
- Supporting seniors
- Pastor Paul
- Library delivers books to residents
- Churches that are outreach programs
- Dental, medical care, food bank
- Monday night- African American Men project
- Home owners
- Connection between families
- Network of support
- Able to know what's going on in the community and surrounding
- Compassionate, kind people, treating you with respect and dignity
- Commitment of organizations to the community
- Nice drive, close to downtown, accessibility to transit
- No plane noise, big trees
- Sense of history
- Housing styles
- Volunteer opportunities
- Affordability
- Forgo late night activities
- Ascension Place (treatment)

- North side Community Support Program- bright Lights
- AA meetings/NA meetings
- Cub Foods
- Salvation Army
- Libraries, churches
- Beautiful parks
- Extended family relations

What are the concerns or challenges of N. Mpls?

- Blocks to a sense of belonging (ethnic and economic riches)
- No variety of businesses (too many hair businesses, too many chicken places, CD and records)
- Hard to find good locations for businesses even though many empty stores on Broadway
- One owner has many buildings looking bad (slumlords)
- No good sidewalks
- Lack of leadership
- People who want to create change don't have desire to assume role
- Getting the police to cooperate, to investigate and not brush it off
- Police don't get involved unless it is a bigger crime
- Community lacks positive youth programming
- Jobs
- Mentors getting kids into the right direction
- Loitering
- Questionable pride in the community with people throwing trash, i.e., milk shake thrown out by kids in back seat of car
- Views North Minneapolis as a dumping ground
- Drugs, trash, prostitution
- It takes a village/community to teach others appropriately
- Prostitution has increased over the last year "at 26th and Broadway"
- Safe places for kids to play go to... It's not safe because bikes are stolen and shoes are stolen
- Selling drugs in front of stores
- Chemical abuse increases among youth (marijuana)
- Lack of respect to the community from business owners
- Lack of hope
- Disregard for life
- Lack of respect to self and authority
- Okay to be continuously sexual (multiple sex partners)
- Increased sexual activity
- Increased teen pregnancy
- Increased STD and not taking precautions when choosing to have sex
- Unaddressed mental health
- We need sharing ideas
- Education, job searching
- We need a playground for children so they can play
- There is a big problem with the energy prices

- Lack of information, resources, a clinic, schools
- Would move because of stolen cars
- Would move if there were termites in your house
- “Let us talk to agency that is responsible! There are no resources in North Minneapolis!” (Somali woman)
- “We need playgrounds, a community center, a daycare center, and so many other things. They don’t have good resources in North Minneapolis!”
- Was told to go to a clinic out the area for dental care
- “I hate the Halal markets and Cub Foods. We need a new store in this area because we have to go to South Minneapolis.”
- Lack of transportation
- Lack of services
- There is a lack of community or sense of community
- There is a lack of culture
- People are isolated
- Spooky
- Keep the doors locked
- Watch surroundings
- Clients feel isolated
- Police issues and challenging citizens
- Would leave if things do not change
- Lack of multiple ethnicity
- Lack of diversified businesses
- “Down payments are nearly impossible” (Way to Grow Staff)
- “Housing is impossible” (Way to Grow staff)
- Not enough resources exist
- Drug impact on the community
- Crime rate
- Harassment
- Context of situations
- Non-caring intentions
- Crime in front of police stations
- Depth of deep issues (MHI/child abuse)
- People that live over South Minneapolis think North Minneapolis is so bad they would never live there
- There are no programs for kids, activities like bowling and skating, and with curfew laws, kids are out on the street to loiter since there is nothing to do
- How people think about North Minneapolis is drugs and crime
- People’s experiences are what determine how people feel about North Minneapolis
- Cleaning up
- People stopping in the middle of the street talking
- Reagan was all about money and himself, reflected in the children
- Less attitude you have the better
- Break-ins
- Would leave for bigger, better affordable house
- Would leave if there was a better opportunity

- Would leave if the kids were getting older
- Would leave if I had scholarships—knew where the resources are
- Many people in the neighborhood do not want to participate or engage in any kind of social activities
- Little connection in the neighborhood; among 4300 of the community members, only 200 come to the neighborhood meetings; only 200 people come to church
- The neighborhood is different than it used to be; people are busy, work a lot; before women stayed at home, raised children and knew the neighbors; the community used to be self-sustained, had grocery stores
- Neighbors are not visible especially during winter, neighbors do not see each other and do not know one another
- Children are also busy, having different activities after school
- People in the neighborhood fear stories they hear on TV and in the newspapers, and they are afraid to come out and meet neighbors
- There is no consequence for crime, the criminals need to be punished more and judges are too lenient,
- Nowadays, there are no community schools, children cannot have the same friends from school and in the neighborhood, mothers have to drive children to their friends' houses, and also many mothers work full-time.
- Young people who have moved here recently do not want to get involved in the community because they just stay here for a little while; people say “I don't have time; I don't want to be in charge.”
- We should try to bring people who want to stay longer and try to keep them in the community, encourage them to connect and get involved in the community
- We need more volunteers, ambassadors, and new business in town
- We do not have a place for people to go for help; there is Pilot City for people with economic issues, who cannot afford a clinic, but they do not view it as a resource
- People do not realize that social services is a part of the neighborhood association
- There is no communication between services and people; therefore, we need to inform people about services at NorthPoint
- We need trolleys back; the clinic provides transportation for clients only along Penn Avenue; there should be evaluated bus routes, between here and 39th Street and Downtown
- We need to improve local business because everyone goes now to Sam's Club to save money
- We should try to dispel some myths about services at NorthPoint; we need to keep people informed and get some feedback, for example, through a survey
- We need to provide information in other languages, for example, Spanish, for the newsletter from NorthPoint
- We have to be more involved, citizens should call their representatives, instead saying, “Why doesn't somebody do something about it,” citizens should call the mayor or city council because they may do something for us
- The experience with administration is frustrating. When you call the office of the county representatives, there is nobody to pick up the phone' and politics are responsible for services that we should be getting

- Neighborhoods are changing; people are not used to Black or Spanish people; there is no understanding and no appreciation that the world is changing; “Black and Spanish kids are great; but people often connect them with crime.”
- We need to be supportive for new people, otherwise they will leave the neighborhood
- We have highly restrictive zoning codes; city people pretend they don’t know anything about, it, but it’s bad for business
- We need more amenities so we do not have to drive a car for every little thing
- “Opat should represent us and our business in North Minneapolis, but he says “Why are you bothering?” (Woman who opened a business)
- It is hard to change people’s perception, even people who live here and want to make a change
- Customers prefer to go to Wendy’s or McDonalds; it is frustrating because people prefer to drive to fast food than eat here at local restaurants
- Perception of crime in the neighborhood; “There are lots of new houses in Jordan but the perception is terrible.”
- (Would leave because of) stairs, cannot walk up the stairs anymore and will have to move out to suburbs
- (Would leave) when there is no community
- Crime, if it gets to the point it is not safe to walk around in the streets
- (Would leave) when there is no better transit or bus
- There is no possibility to get a townhouse when you want to retire
- “There is plenty of money, there is lack of will”
- (Would leave) when there is no bus stop nearby
- “It was nice to walk with the kids to Red Own or Country Club, but now we have only convenience stores.”
- “What we want is based on our history, but we are not going to get it back.”
- It is impractical to bring back all those things like before; we should build on what we have now; we should promote our strengths
- Police think we’re nuts!
- Nothing happens when we call city hall, or elected officials so we don’t even call them anymore.”
- “Needs guidance from officials”
- Younger people that have no respect, block club experiences, bad neighbors as of late
- A lot of bad neighbors, [kids pouring pop into gas tanks], “I’ve lived here for 15 years and I’ve never seen anything like this!”
- New people think the neighborhood is disposable, no pride of ownership
- Renters are a problem
- Rentals are a problem; otherwise it has been a positive experience
- More diversity, economic change and more renters
- “Race issues”
- “Cohesiveness is missing”
- “We try to know neighbors but the renters are not neighborly, cops don’t care”
- “Need parents that have parenting skills”
- “North Side feels like the step-child of Minneapolis”
- “It’s easier to move than to work on problems in the neighborhood”
- “No higher education here”

- “Need more two-parent families”
- “Need better healthcare accessibility, businesses, culture, i.e., art”
- “Need a wider variety of stores”
- “If you don’t feel safe, none of this will matter”
- “I’m getting older, so if I were unable to keep up with my house or walk up the stairs I would move to a townhouse.”
- “If I no longer felt safe, if I felt I didn’t want to put up with all the b.s.—crime, or if it’s not exciting enough!”
- “Unassuming working class types, don’t ask for what they need”
- “Crime in North Minneapolis is overwhelming and people don’t think of the positive aspects, there are some positive, like garbage pick-up, but that’s changing too”
- “We only have one police car assigned to our neighborhood.”
- “I stopped going to Broadway because of the violence”
- We need increased police presence
- “A city with a small town feel”
- Paranoid about walking around, cautious, no eye contact, holding purse, not smiling at others
- Shootings on Broadway
- “Too much violence at night and during the day now!”
- Call in the National Guard
- Hear about things happening that don’t make the news
- Broadway has a bad reputation
- Shooting deaths – misrepresented by the media; actually a lot worse than what is shown
- Poverty is not an excuse
- Drugs
- Forgo late night activities
- Harassed by African American males on the bus (transgendered participant)
- Enraged—the community is lackadaisical about gun violence
- Cops need to walk and not drive; they need to be visible
- Search for ground for drug money, just in case a dealer dropped it
- Drug paraphernalia at McDonald’s bathroom “all the time”
- Drug deals everywhere on Broadway
- Lowry is as bad as Broadway
- Living in the city is scary
- Threatened, intimidated by city folks
- “Some people are nice”
- Gawkers, told them to move along, attention seekers
- Scared about being about and about
- Not everyone on the streets is bad
- Get confused with being a hooker, paranoid about everything
- “I get odd looks from people” [when I say] “hello to people on the street.”
- Drugs
- Violence
- Resources
- Crime
- Personal Safety

- Fear
- Don't like are at all
- Bad neighborhood
- Availability and access to drugs
- Screams
- Gun Shots
- Harassment
- Services no longer here
- Lack of acceptance of transgendered people
- Would leave if higher crime
- Hardly any restaurants that deliver
- "Lock it, bring it North and they steal it" (woman with car stolen 3 times)
- "A lot of people have prejudices about N when they come from S and vice versa"
- Clubs are all in the North (MPLS), and a lot of negatives come with it
- Places for the kids to go that are wholesome, the park closes at 9 pm
- White Castle closed for fear
- "Back up other adults who correct kids when they did wrong"
- Community leaders need a better grip on what community wants, community leaders are not together
- Kids are not using parks
- Fear of drugs everywhere
- Investing in business
- More quality jobs
- "Why do people always get made too late?" (People went out to vote for last presidential election)
- When kids get older don't want them to go to North High
- "But then you take them out of the community they'll have culture shock"

What actions are suggested?

- Offer resources to keep people from moving away
- Bring people to the community and support new people and make them stay
- Encourage people to get involved in the community
- Bring volunteers, ambassadors, new business
- Encourage communication between services and people; keep people informed about the services offered in NM
- Provide transportation for clients; busses, trolleys
- Improve local business, make it more competitive
- Dispel myths about NM and NP, keep people informed and get feedback
- Provide information in other languages e.g. Spanish
- Get more involved in politics; citizens should call and influence their representatives in the city council
- Grocery stores in the neighborhood, wider variety of stores
- Social support, schools, neighborhood meetings
- Promote our strengths, built on what we have now
- Develop parental skills
- Increase homeownership, lower the number of rentals
- Increase programs for home maintenance
- Appreciate owners' experiences
- Accessibility to culture e.g. art
- Provide better health care accessibility
- Work on safety, make the neighborhood safe
- Spend more money on police, 70,000 for a new police unit to be dedicated to the neighborhood; get police to cooperate
- Create support networks
- Treat clients fairly and properly
- Agencies offering services should really help
- Programs for kids, activities like bowling, skating, so children have something to do
- Community leaders should work close with community members
- Transportation for disabled
- Food delivery
- Hold agencies, organizations accountable with money given to them and see how they spend it
- More services in NM for adolescents, working poor, see mental health addressed
- Culturally competent services across the board including the Minneapolis Police Department
- Train from NM to Downtown and to the Mall of America/ more money for development
- Economic development
- Empower community members to be leaders
- Face lift, start with Broadway
- Bring urban, suburban appeal to our business
- Relationship building vs. instant gratification
- Cops need to walk not drive, they need to be visible
- Need to have block clubs

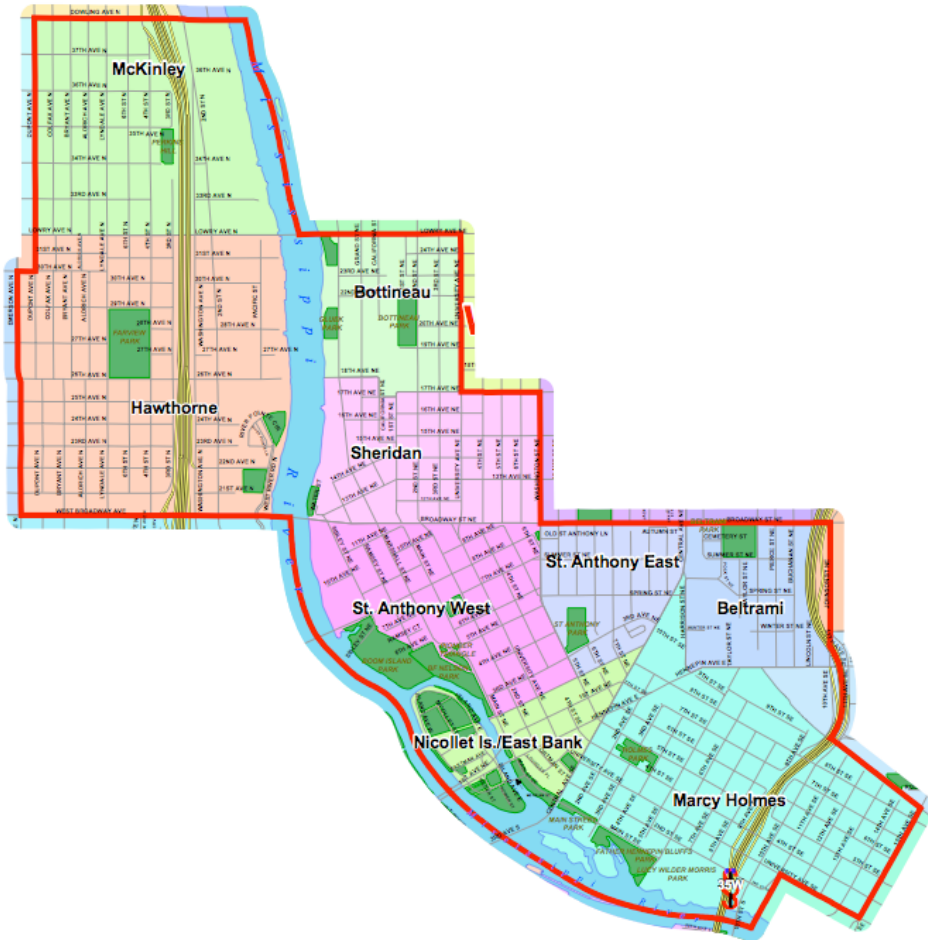
- Need laws that legalize people's ability to carry concealed weapons
- Need more childcare, women's support agencies and walk in counseling center
- Street lights for safety
- Bookstores, music stores
- Job opportunities, high paying jobs
- Reduce crime, prejudice and consumption
- Increase respect, understanding, compassion, communication and physical safety
- More prevention and proactive initiatives

What are the indicators of sense of community?




- Neighborhood associations that allow to meet people and to engage in different activities
- Local newspapers, media, information
- Clean up the neighborhood, clean streets
- Taking care of the property, keep it look nice
- Picnics and events where you can see more people
- Community events
- Respect for each other, being polite and friendly
- Good relationships with neighbors
- Neighbors helping out with chores and looking for each others
- Welcoming neighborhood
- Block clubs, block parties, watching out for each other, crime watch
- Respect private property
- Good schools and teachers, education
- Housing for elderly people and support for seniors
- Local libraries, books delivery
- Business, economic development
- Affordable housing, homeownership, housing assistance programs, housing services
- Grants for homes renovation
- Churches
- Mental health support
- Dental, medical health care
- Nutritional crisis prevention
- Parental education
- Families' involvement in the community, connection between families
- Walking trails, paths, parks, recreation centers, YMCA
- Places for children to play, variety of things to do
- People helping each other, encouraging, empowering each other
- Access to resources, available resources
- Open communication
- Safe neighborhood, feeling safe
- Support networks in the community
- Trust in others in the community
- Multilingual agencies for community members
- Parents support for other parents, adults concerned with upbringing children in the community "It takes a village to raise a child"

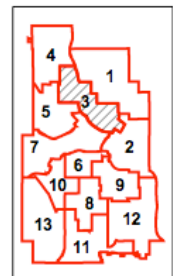
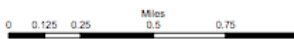
- Strong community leaders
- Cultures integration, culture, art, cultural events
- Knowing your neighbors
- Community involvement
- Honest & community business
- Resources: good schools, churches, treatment, community services, housing, protection-cops, daycares
- Good transportation, easy commute, public transportation
- Grocery stores, restaurants
- Access to healthy foods
- Communication among neighbors
- Positive youth programs (mentors, jobs), after school programs
- Adult education programs
- Job training placement
- Safe community
- Variety of services
- Positive environment, family environment.

Ward 3



Legend

-  City Boundary
-  Ward Boundary
-  Neighborhood Boundaries

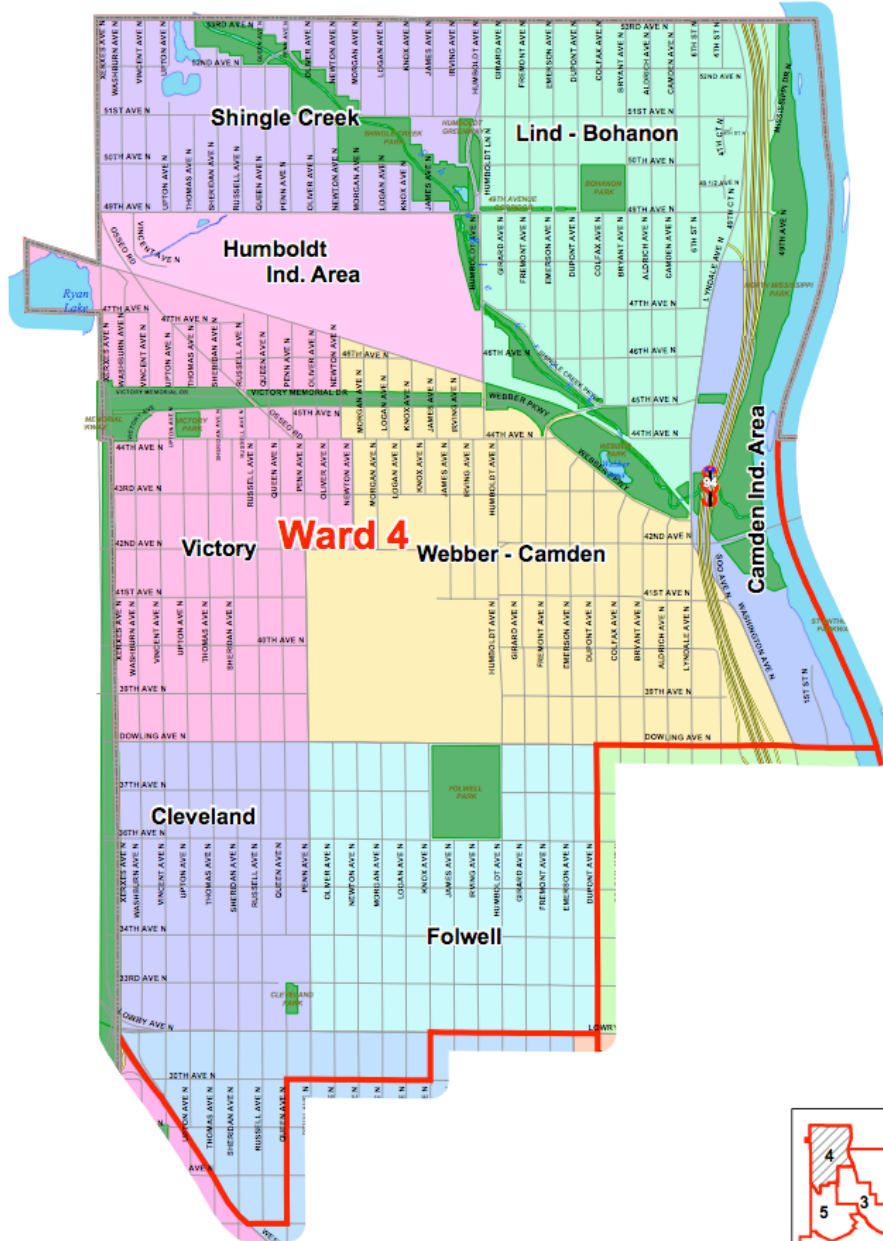


City of Minneapolis Wards and Neighborhoods



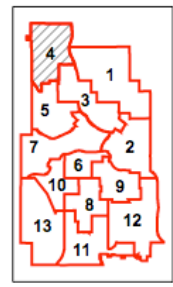
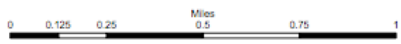
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Ward 4



Legend

- City Boundary
- Ward Boundary
- Neighborhood Boundaries

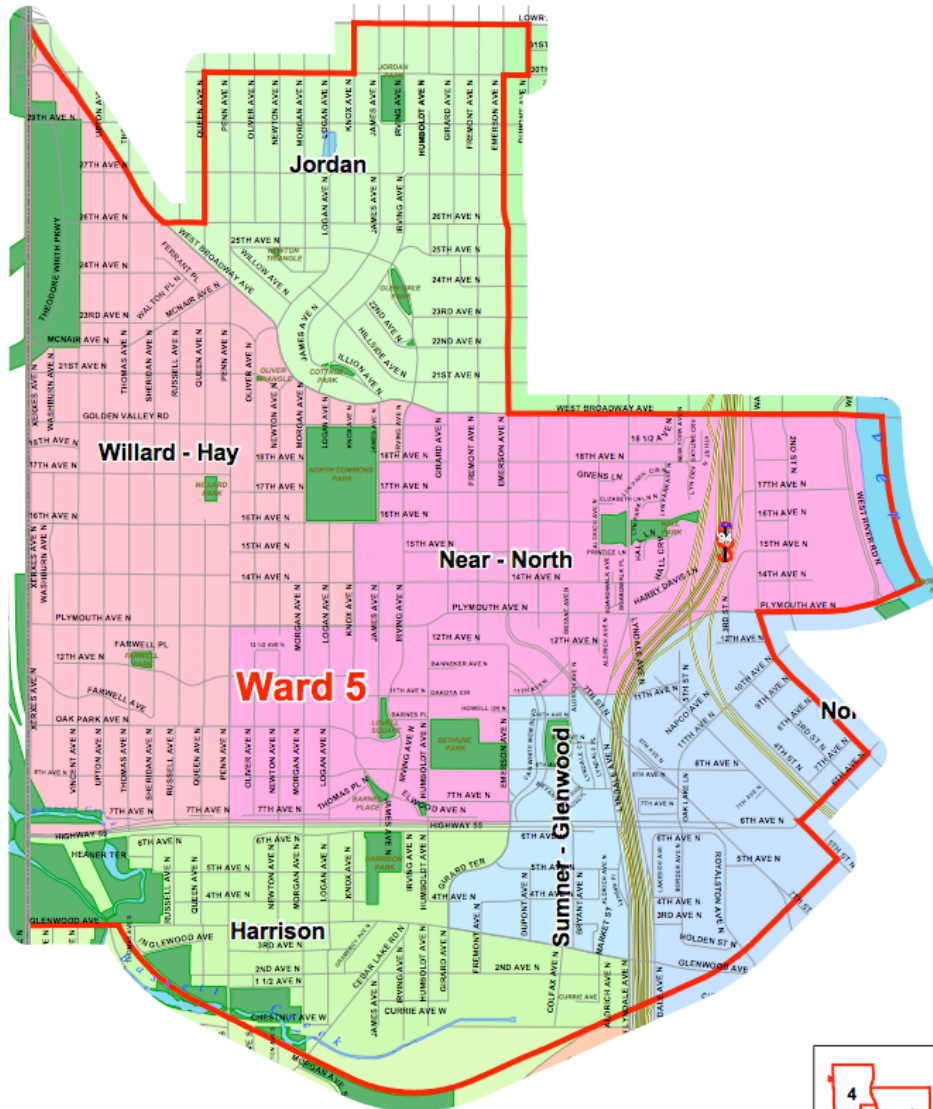


City of Minneapolis Wards and Neighborhoods






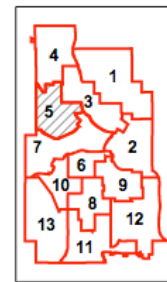
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Ward 5



Legend

-  City Boundary
-  Ward Boundary
-  Neighborhood Boundaries



City of Minneapolis Wards and Neighborhoods



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