

THIRTY-EIGHTH STREET THRIVE
CULTURAL DISTRICT

STRATEGIC DEVELOPMENT PLAN | FEBRUARY 2021

ACKNOWLEDGEMENTS

As a community we acknowledge our neighborhoods were built on the stolen ancestral lands of the Dakota people. We honor our Indigenous brothers and sisters - Dakota and Ojibwe - for their dedication and demonstration of cultural resilience, decolonization and reconciliation.

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FOREWORD



Over 20+ years ago I, along with our former State Senator Jeff Hayden, the current Director of the Neighborhood and Community Relations department at the City of Minneapolis and several others, started a Community Development Corporation called the Minnesota Renaissance Initiative. We formed to bring structure, resources, and help build wealth in the African American community. The first project area we started was 38th Street and Chicago Avenue. We selected this area because we knew that it was a historically Black community. It was the "Soul of the City."

Fast forward to 2015, after shepherding the renewal of Chicago Avenue, my predecessor Elizabeth Glidden and I turned our attention to East 38th Street. Through years of community engagement and great input from organizational partners and residents, we began to shape a collective vision for the corridor. Now, we have a Strategic Development plan to determine where and how we want to grow. This plan is rooted in the cultural history and yet deeply connected to the Minneapolis 2040 Comprehensive Plan to create more equity in the city of Minneapolis.

E. 38th Street continues to play a significant role in the history of the City of Minneapolis. On May 25th, 2020, the intersection of 38th and Chicago was rocked by the death of George Floyd at the hands of four former Minneapolis Police officers. The tragic events of the day will forever be acknowledged and memorialized, as Chicago Ave will be commemoratively named "George Perry Floyd, Jr. Place," from 37th to 39th Street. However, the most fitting lasting legacy would be to ignite and support Black business ownership, and the creation of job training programs and opportunities for Black and Brown youth. We need a cultural institution, i.e. museum and gallery, that will lift up and preserve the contributions of African Americans in this community and beyond. A place to reflect, learn, heal, and grow. That is the vision of the 38th Street Thrive! Strategic Development Plan. Rest assured that the intersection of 38th and Chicago will have and deserves its own community process aside from the plans laid out here.

I want to thank all of our neighbors who have worked to develop this plan, including Bryant, Central, Kingfield, Lyndale, and Powderhorn neighborhoods. Thank you to Breyonne Golding and the planners in the City of Minneapolis Community Planning and Economic Development department. I want to thank our community institutions, Kente Circle, The Cultural Wellness Center, and the Seward Co-op for their commitment to invest in this district.

When all is said and done, this plan has to be about improving the community without displacing the residents and businesses that have made this area strong. It must be sustainable, responsive and resilient. I am proud of this effort and invite everyone to join me in making it a reality.

Sincerely,



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Graphic Design By Cori Lin,
Formerly of Powderhorn Park Neighborhood Association

Marking of a New Era

As our world was tackling the COVID-19 pandemic, our nation was disturbed by a storm of trauma from political division, quarantine, staggering death tolls, rising unemployment and homelessness. To blatant cases of racial injustice, civil unrest, the Capitol insurrection and necessary demonstrations calling for changes in our country's policing and structural racism.

The murder of George Floyd on May 25th at the intersection of 38th and Chicago involving four former Minneapolis Police Officers, forever memorialized the landscape of our community - residents, business owners, community partners and government officials of the Thirty-Eighth Street Cultural District.

Our community experienced tragedy, pain and devastation like never before. The vision to see 38th Street thrive has now evolved into being the epicenter for a global racial justice movement and becoming once again the birthplace of black and brown excellence in Minneapolis. Yet, what is most important is the well-being - mental, spiritual and physical health - of our community as we still face all the challenges before us.

The Thirty-Eighth Street THRIVE Stragetic Development Plan - created from the past two years of community visioning - is just the beginning of reimagining what the 38th Street Cultural District will be. This living document is designed to be continually modified with ideas and community decision-making, and builds upon the work for justice and equity that existed prior to this season of crisis and mourning. As a community we have laid the groundwork and now have a plan that is focused on equitable development, anti-displacement, and racial justice.

Yet, the work does not end here. The intersection of 38th and Chicago will need its own community process - a continuation of the plans reflected in this document. This process must include representation from the Bryant, Central, Powderhorn Park and Bancroft residents and neighborhood organizations. Despite all that has occurred as a community we have displayed our resilience and resources in the midst of uncertainty, a few of these efforts implementing strategies in this plan (see page 7).

The marking of a new era is being felt within our city hall, state capitol and across the nation. It means our collective community voice has power. Our elders have an opportunity to stay in the community with the construction of the Sabathani Senior Housing. Community ownership will rise with increase investments in local projects, such as Dreamland on 38th, that received $250,000 in the last legislative bonding bill. Funding of Kente Circle's expansion and support of BNO's vision for the George Floyd Empowerment Center to permanently house its Antiracist Training Institute. Places designed for Black and POCII, owned and managed by local business owners and neighborhood organizations that have supported the community for years.

It also means, holding our elected officials accountable to implement the work of the first goal in the Minneapolis 2040 Comprehensive Plan - eliminate disparities in wealth, opportunity, housing, safety, and health. In addition, to the work of the Minnesota's House of Representatives committee on racial justice, which by resolution, declared racism a public health crisis in the state.

Thirty-Eighth Street Cultural District is forever a place to reflect, learn, heal, and grow. The question is how can we build a resilience infrastructure from what the community has built in response to racial injustice? As the national poet laureate Amanda Gorman proclaimed in her 2021 inauguration poem, The Hill We Climb:

"Let the globe, if nothing else, say this is true:
That even as we grieved, we grew.
That even as we hurt, we hoped.
That even as we tired, we tried.
That we'll forever be tied together, victor."

Resilience Initiatives at 38th and Chicago

- George Floyd Square caretakers collects and preserves every offering, tribute and flower at intersection and maintains the aesthetics and dignity of the memorial site.
- For eight weeks over the summer, CANDO organized the "Reimagine 38th Street Fair" to envision and support Black business ownership on the corridor.
- 612 Mash *(Minneapolis All Shall Heal)* provides routine medical services by volunteered healthcare professionals at George Floyd Square, bring needed care directly to community members.
- Local residents, Agape Movement and Worldwide Outreach for Christ Church provide a new way of public safety through community security and supporting art preservation efforts.
- The Bryant Neighborhood Organization plans to establish the George Floyd Empowerment Center.
- On September 18th, 2020, the city adopted the commemorative street name of George Perry Floyd Jr. Place at Chicago Avenue between 37th Street E and 39th Street E.
- Self-Care Fairs by the Restorative Wellness Response Project and Powderhorn Park Neighborhood Association, pop-up events designed to respond to the traumas that the community, frontline protesters and memorial volunteers experienced after the killing of George Floyd.
- Members of Spark-Y, a local nonprofit that empowers youth through hands-on education rooted in sustainability and entrepreneurship, built the traffic circle fist garden at the intersection of 38th and Chicago.
- Justice Resolution outlines a list of needs of some community members from the City of Minneapolis prior to the reopening the streets. It is a form of restitution to the community for the injustice death of George Floyd by a former city employee.
- Meet in the Streets twice a day meetings informs residents within GFS of all the activities occuring and addresses urgent concerns.
- Bryant Neighborhood Organization led Saturday assemblies like "What does justice in our community look like?" during the summer of 2020 in Phelps Park. These meetings evolved into weekly virtual conversations hosted by both CANDO and BNO.
- The repurpose of the previous Speedway site to "People's Way", a public open space.





IN MEMORY OF
GEORGE PERRY FLOYD, JR.

OUR VISION

The Thirty Eighth Street Cultural District exist to continue the legacy and heritage of a deeply rooted African-American community by preserving our economic vibrancy, creative identity, and affordability that strengthens the vitality, resilience and partnership of the people who live and work in the district.

"If your vision is for a year plant wheat, if you vision is for a decade plant trees, and if your vision is for a lifetime plant people."

- African Proverb

OUR PLAN

Ananse Ntontan
Adinkra symbol for
wisdom and creativity

1 This Strategic Development Plan is a living document that tells where and how we want our community to grow, based on our historical roots, a desire for stronger community vitality and sustainable economic growth.

2 This plan is the first milestone in a larger process including detailed transportation planning, business development, marketing planning etc.

3 This plan has been created by the residents, business owners, community partners and government officials of the Thirty-Eighth Street Cultural District, in collaboration with the City of Minneapolis' Department of Community Planning and Economic Development.

4 This plan aims to be concise and visionary, and targets what we want to change and how we want to develop over a ten-year period to 2030. In addition to serving as the primary vision document for the Thirty-Eighth Street Cultural District.

5 This plan reflects our community's value for equitable development and engagement, supporting anti-displacement efforts, establishing community wealth through collective ownership, and reclaiming our position to have meaningful impacts on new developments and investments in the district.

6 The area covered by this plan is Nicollet Avenue to the west, 36th Street to the north, Bloomington Avenue to the east and 40th Street to the south (see exhibit A). This area will be referred to as the 'Thirty-Eighth Street Cultural District' or 'District'.

7 This plan implements several equitable policies and action steps from the Minneapolis 2040 Comprehensive Plan.

EXHIBIT A: DISTRICT BOUNDARY



WHAT IS A CULTURAL DISTRICT?

The City of Minneapolis has designated six (6) commerical areas as cultural districts in order to strengthen the adjacent neighborhoods by 1) prioritizing and accelerating economic development, 2) public transit, and 3) affordable housing policies, practices and resources to protect racial diversity and uplift the cultural identity of the city's communities where a significant portion of the population is comprised of Black, Indigenous and/or Immigrant People of Color (BIPOC).

OUR COMMUNITY



38th Street THRIVE! Kickoff Meeting



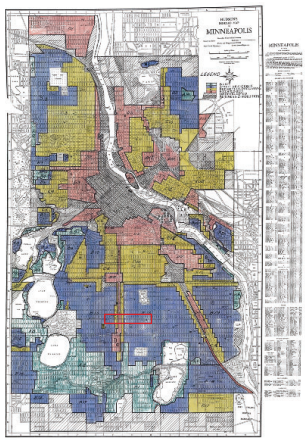
Street planning at the 38th Street Design Workshop



"Building Bridges & Breaking Bread" event on the 38th Bridge

Thirty-Eighth Street is a thriving, beloved and authentic community, enriched with an array of cultures from African-American and Indigenous to Latino and Somali, and more. We take pride in our heritage, in being a catalyst for social change and a welcoming place where people belong.

Since the 1920s, our community has been multi-cultural, being home to a large African American population along with Jewish families and Southern and Eastern European immigrants. Racially restrictive real estate deeds, or racial covenants, prevailed throughout the 19th and 20th centuries and prevented African Americans from buying homes and building wealth throughout much of Minneapolis. By the 1960s, most Europeans now identified as white, granting them the privilege to live without ethnic discrimination. As they moved out Latino immigrants began to move in. Redlining - the systematic denial of services and equitable policies based on race and class - was still in practice. In the late 1960's, the construction of interstate highway 35W created both physical and socio-economic barriers in our predominantly Black working-class community. Further disrupting our marginalized community by putting a strain on black businesses and displacing black homeowners. There was now a divide between the neighborhoods that took away the ease of connectivity and patronage of local establishments. Nevertheless, our profound history, persistent strength and promising future lead us to weave our community



Minneapolis' Redlining (HOLC) Map from 1934. Used to classify sites ranging from "most desirable" (green) to "hazardous" (red). The government refused to underwrite loans to these areas.

back together using the same bridge that divided us. In 2015, we held a planning series titled "The Future of East 38th Street," hosted by former Ward 8 Council Member Elizabeth Glidden. Those meetings formulated several ideas, priorities and recommendations for our communities, including the preservation of African American history and community ownership to name a few. That work carried forward through additional engagement meetings and with the reconstruction of the 38th Street Bridge under Ward 8 Council Vice President Andrea Jenkins.

In February 2019, CVP Jenkins decided to continue the planning work to create THRIVE, a strategic development plan by the community, in collaboration with the City of Minneapolis. At the kickoff meeting we were asked, "what is equitable engagement?". We wanted to be at the table from the beginning, an all-inclusive and accessible process, engaged with sensitivity and reflective of our community, accountability, co-creation, ownership and intentional impact. A planning committee of community members was formed to drive the planning process, conduct engagements and draft the plan for the broader community's approval. Throughout the year, the committee met to work on developing the vision, strategies and action steps based on the community's priorities. In addition to, brainstorming how to best engage the broader community and receive input.

The results were, larger community gatherings being designed and held, such as "Building Bridges & Breaking Bread" Dinner event which celebrated our community efforts to rebuild our connectivity across the bridge over sharing a family-style meal. And the 38th Street Design Workshop which we visualized and imagined how the streetscape could become. Cultural assets, ideas, concerns and solutions for the future of 38th Street were collected and refined during these events with the broader community. For those unable to attend all the meetings, events or frankly had more things to say, we gave our contributions online through surveys, online asset map and emails. The Thirty-Eighth Street Strategic Development Plan is a collective effort over multiple years, taking our ideas and hopes for the community and creating a guide to help us make our vision a reality by 2030.

38th Street THRIVE
Community Engagement Timeline



OUR COMMUNITY



Anti-Displacement Action Steps

"How can our community have new businesses, housing developments, and infrastructure including enhanced transit without displacing the very people and businesses that is the community, whom the investments are meant for?"

As a community, we too are dealing with the challenges so many urban minority rich neighborhoods are faced with today. The anti-displacement action steps presented in this plan are only one piece of the puzzle towards advancing the interests of our lower-income families (both renters and homeowners) and minority-owned businesses who are the most vulnerable to displacement due to new investments.

The anti-displacement action steps:

- *(1.1) Cultural District Designation, pg. 22*
- *(2.1) Equitable Development, pg. 27*
- *(2.2) Black Heritage Land Trust, pg. 28*
- *(2.3) Clarissa Walker Homebuyers Club, pg. 29*
- *(2.4) "Rooted" Housing Programs, pg. 30*
- *(2.5) Tenant Protection Policies, pg. 31*
- *(3.1) Business Development & Technical Assistance, pg. 33*
- *(3.2) Community Ownership, pgs. 34-35*
- *(3.3) Minority Small Business Tax Relief, pg. 36*
- *(4.2) Resilience Hub, pg. 41*
- *(5.1) Cultural District Capital Fund, pg. 45*

Equitable Development

An Anti-Displacement Strategy

Our community deserves housing and economic stability that fosters wealth and opportunity back on Thirty-Eight Street, while allowing us to stay here. We have the right to have desirable and safe places in our backyard that are accessible to all people. We have the right to live in a community that contributes to our health, financial and educational mobility over time.

"Equitable development is a positive development strategy that ensures everyone participates in and benefits from the region's economic transformation—especially low-income residents, communities of color, immigrants, and others at risk of being left behind. It requires an intentional focus on eliminating racial inequities and barriers, and making accountable and catalytic investments to assure that lower-wealth residents: live in healthy, safe, opportunity-rich neighborhoods that reflect their culture (and are not displaced from them); connect to economic and ownership opportunities; and have voice and influence in the decisions that shape their neighborhoods."

- Definition by Policy Link, 2016

Equitable Development, although it will not resolve the aftermath of rising land values with new investments, is an important step in reversing the practice of building developments without initial community acknowledgment and collaboration. Only to deal with the consequences of mistrust, fear, opposition and resentment from our community.

Equitable development is driven by the needs, priorities and values of our community, through a culturally competent and meaningful co-creation process. It is building collective wealth that avoids extractive economic business models. It has clear expectations that the development will provide inclusive benefits to all community members and when, especially - our most vulnerable and marginalized. All community members have the right to guide the changes that occur within our community rather than reacting to decisions that shape the places where we live, work and play.

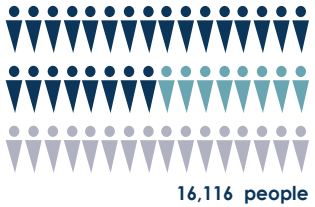
GEOGRAPHIC PROFILE

This profile provides 2013-2017 U.S. Census Bureau data for the demographic of residents, households and economy of the census tracts within the district's boundary. *The data only includes the Bancroft, Bryant, Central and Powederhorn Park neighborhoods besides the "Top 5 Small Business Industries" which includes Kingfield.

Sources: MN Compass & City of Minneapolis

DEMOGRAPHICS

POPULATION

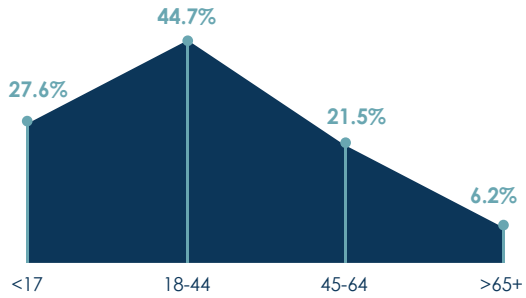


50.6%
People of Color

17.7%
Foreign Born

16,116 people

GROUPS BY AGE



RACE & ETHNICITY



HOUSING

6,024
HOUSING UNITS

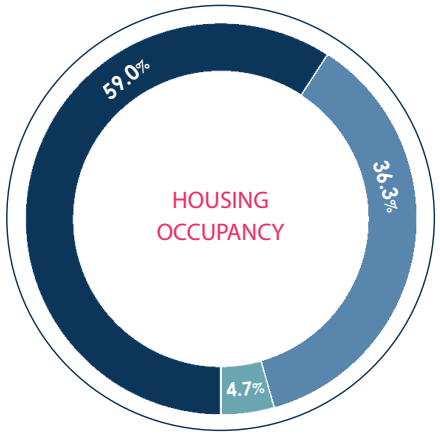
HOUSING COSTS

$1,046
Average Rent
1 Bed / 1 Bath

$275,000
Median Sale Price
3 Beds / 1 Bath



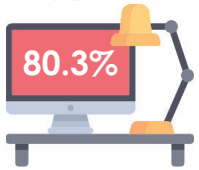
HOUSING OCCUPANCY



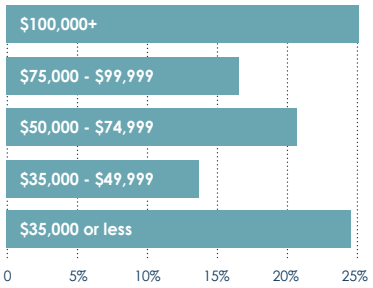
- Owner Occupied
- Renter Occupied
- Vacant

ECONOMY & WORKFORCE

EMPLOYMENT RATE



HOUSEHOLD INCOME



*TOP 5 SMALL BUSINESS INDUSTRIES

32%
General Services (i.e. Grocers)

24%
Caterers & Food Trucks

18%
Restuarants & Bars

16%
Automotive Services

10%
Other (i.e. Rental Facilities)

OUR LEGACY

"Until the lion has his or her own storyteller, the hunter will always have the best part of the story."

- African Proverb

A Southside Story

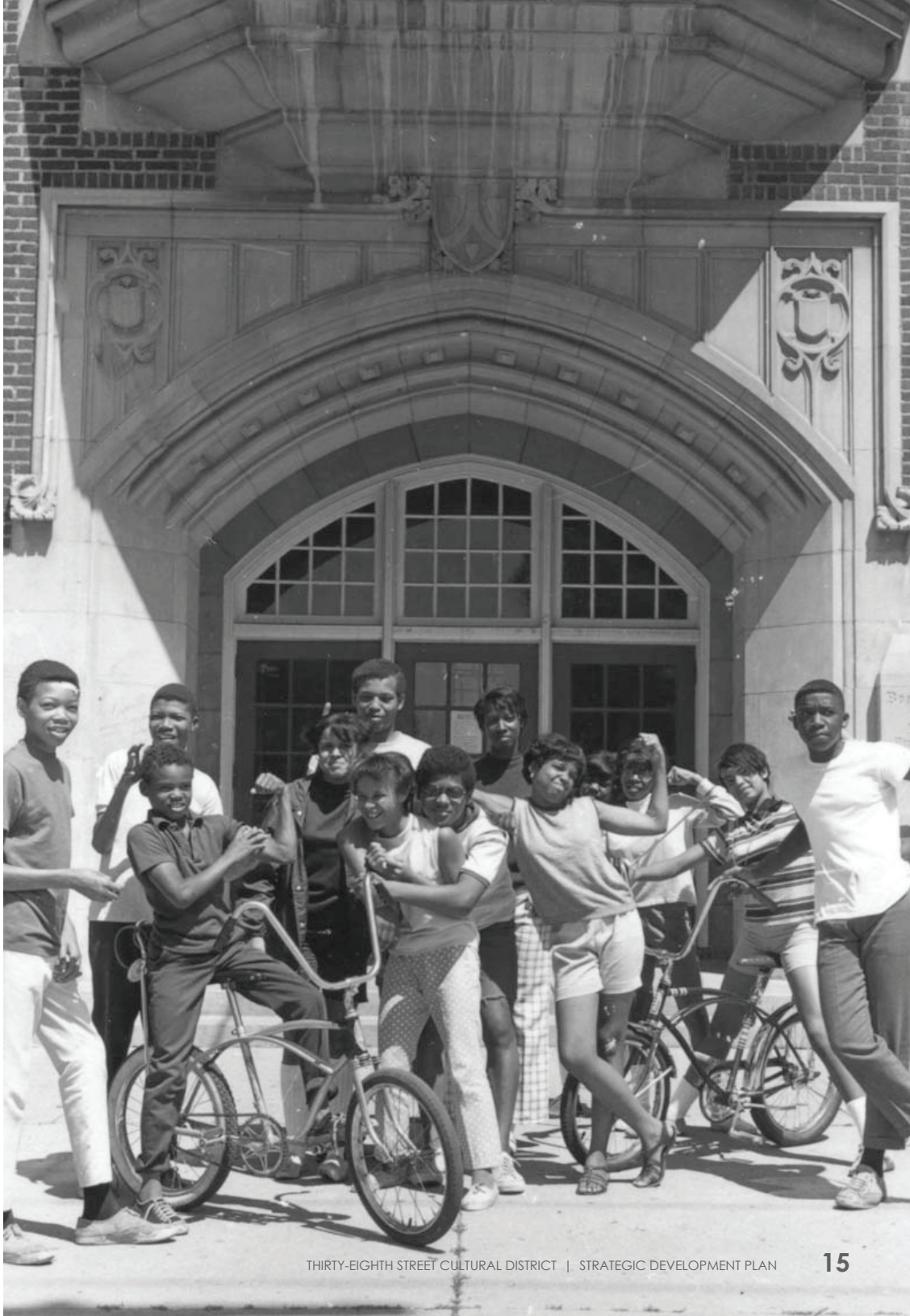
By Tina Burnside, co-founder of the Minnesota African-American Hertiage Museum and Gallery (MAAHMG) and Southside resident

Minneapolis historically has been home to a small but vibrant African American population. From the 1930s to the 1970s, an African American neighborhood flourished on the city's Southside, between East Thirty-Fourth and Forty-Sixth Streets and from Nicollet Avenue to Chicago Avenue.

In the early twentieth century, restrictive housing covenants in deeds discriminated against blacks and limited them to living in certain areas. Homeowners and realtors refused to sell houses to them in white neighborhoods. As a result, three distinct black neighborhoods developed in Minneapolis. The first two emerged on the near Northside and in Seven Corners. By the 1930s, African Americans had begun to move to South Minneapolis. They came along with an influx of blacks from southern states who were moving north in a demographic shift known as the "Great Migration." The city's third black neighborhood developed on the Southside, between East Thirty-Fourth and Forty-Sixth Streets and from Nicollet Avenue to Chicago Avenue. The area, first



Sankofa
Adinkra symbol of the importance of learning from the past



HISTORICAL CONTEXT

populated by Swedes and Norwegians, now attracted many African Americans. In the 2010s, the Central, Bryant, and Regina neighborhoods make up what was historically known as the Southside. The Southside was a stable neighborhood of working and middle-class African Americans, many of whom owned their homes. Residents formed a tight-knit community with businesses, churches, and social clubs. The corridor along Fourth Avenue South was the black community's residential heart. Thirty-Eighth Street and Fourth Avenue was the center of the black business district, with over twenty black-owned businesses from the 1930s to the 1970s. One of the neighborhood's first businesses was Dreamland Café, which opened in 1939 and was owned by Anthony B. Cassius. Later, Cassius operated a private club on the Southside called the Nacirema ("American" spelled backwards). Local artists performed at the Nacirema before they became famous, including Prince, Flyte Tyme (The Time), and Alexander O'Neal.

Alvedia Smith, the daughter of Anthony and Florence Cassius, said the Southside was a nice neighborhood. Smith worked at Dreamland Café when she was a teenager, making sandwiches for customers. Her aunt owned Bea's Beauty Shop, her father and uncle owned a real estate

1880:



St. Peter's AME (African Methodist Episcopal) Church is founded. (It moved to 401 East Forty-First Street in 1952.)

1903:

St. Thomas Episcopal Church is founded at 4400 Fourth Avenue South (it closed in 2008).

1928:



Minneapolis Urban League was established. Its first headquarters was located on 38th and 4th.

1930:

1931:

The total Minneapolis population is 464,356; the city's black population is 4,176.

1934:



Arthur and Edith Lee were the first African-Americans to purchase a house in an all white neighborhood.

Cecil Newman founded the Minnesota Spokesman-Recorder, the first African-American newspaper in the state.



Late 19th Century - Early 20th Century

company, and her father was chairman of the Associated Negro Credit Union, which was established in 1937.

Another pioneer Southside business was the 38th Street Delicatessen, owned by Donald (Pat) and Pearl Schofield. Sandra Schofield Miller said her father opened a bakery specializing in wedding cakes before closing it and opening the delicatessen in the 1940s. Miller and her sister, Marcia Schofield Dudley, worked at the restaurant, which was a community meeting place. Men stopped by for coffee in the mornings, and in the afternoons, students from Bryant Junior High ate the "blue plate special" lunch. Miller said out-of-town black entertainers dined at the restaurant when they stayed with black families on the Southside because they could not stay at white hotels downtown. Miller recalled that Frankie Lymon ate at the restaurant and kissed the back of her hand.

The Minnesota Spokesman-Recorder (formerly the Minneapolis Spokesman and the St. Paul Recorder), the oldest continuously operated black newspaper in Minnesota, was founded in 1934 by Cecil Newman. In 1958 it moved to 3744 Fourth Avenue South. In 2015, the Spokesman-Recorder celebrated its eightieth anniversary and was designated a historic landmark.

1937: The Associated Negro Credit Union opens for business at 3744 Fourth Avenue South.

1939:



One of the neighborhood's first businesses was Dreamland Café, opened and owned by Anthony B. Cassius

1940: The total Minneapolis population is 492,370, and the black population is 4,646. The 1940 Census shows that the Southside's total population is 10,428 and the black population is 712, or 15 percent.

1950: The total Minneapolis population is 521,718, and the black population is 6,807.

1954-1956:



Tilsenbilt Homes were the first privately-developed interracial housing project in Minneapolis and one of the first housing in the country to offer FHA-insured mortgages to buyers of all races. Developer (Archie Givens Sr.) & Builder (Edward Tilsen).

1960: The city's black population increases significantly, growing to 11,785. The total population in Minneapolis falls to 482,872.

Mid 20th Century

HISTORICAL CONTEXT

The Southside neighborhood changed between the 1980s and the 2000s. It was negatively impacted by rising crime, harsh economic conditions, and the crack cocaine epidemic. The closing of the last local school, Central High School, in 1982, destroyed the neighborhood's cohesiveness. All of the African American businesses closed except the Spokesman-Recorder. The demographics of the Central and Bryant neighborhoods changed as the white and black populations decreased. The Hispanic population also increased, surpassing both the black and white populations.

In 2015, community members expressed interest in preserving the African American history in the neighborhood. The City of Minneapolis approved local historic designation for the Tilsenbilt Homes on January 13, 2017, a group of over fifty houses in the Bryant and Regina neighborhoods. They were built from 1954 to 1956 by Edward Tilsen and sold to blacks with the assistance of Archie Givens and the Minneapolis Urban League. Another historic landmark in the neighborhood is the home of Lena O. Smith, who was the first female African American attorney in Minneapolis.

1962:



Sabathani Baptist Church forms a congregation in a building at 3802 Third Avenue South.

1970:

The black population continued to increase, to 19,005 compared to the total population in Minneapolis of

1978:



Bryant Junior High School (310 East Thirty-Eighth Street) closes. Prince Rogers Nelson attended in the late 1960's.

1979:

Sabathani Community Center moves into the vacant Bryant Junior High School building.

1982:



Central High School (3416 Fourth Avenue) closes. Prince, Andre Cymone, JimmyJam and Terry Lewis all attended in the 1970's.

1990:

The census reported a large concentration of blacks in the Central and Bryant neighborhoods with the black population in both these neighborhoods greater than 50 percent.

2010:

The black and white populations in the Central and Bryant neighborhoods begin to decrease, and Hispanic people move into the area.

Late 20th Century - Early 21st Century



Photos Courtesy of The Minnesota Spokesman-Recorder

OUR STRATEGY

1 PRESERVE LEGACY
Preserve African American legacy

2 GENERATE ADVOCACY
Advocate for policies that preserve, protect and build African American wealth

3 DEEPEN COMMUNITY SUPPORT
Deepen the support of businesses and organizations that aligns with the district's mission

4 STRENTHEN ACCESSIBILITY
Strengthen access to resilience programs and educational institutions

5 ATTAIN FINANCIAL INVESTMENTS
Attain government investments and enhance public infrastructure

"Strategy is better than strength"

- African Proverb



FOCUS AREA: 1

PRESERVE LEGACY

PRESERVE AFRICAN AMERICAN LEGACY

Efforts to preserve Thirty-Eighth Street's African American legacy are crucial to remembering the great contributions made by African Americans, both ordinary and extraordinary, from the district. It is necessary to teach our youth their history by preserving our historic sites, oral history, visual and performance art forms and cultural assets which tell the story of African Americans in Minneapolis. It educates the next generation of our history beyond American slavery, including entrepreneurship, sports, education, civil rights, entertainment, political and community activism. Stories that might otherwise get lost as the community continues to change in race, culture and social-economic status. By preserving this African American legacy, we can stimulate appreciation and celebration of this heritage, while supporting economic vibrancy and creative identity.

ACTION 1.1

Cultural District Designation

ACTION 1.2

Commemorate Streets

ACTION 1.3

Celebrate Our Arts & Culture

ACTION 1.4

Home for the Minnesota African-American Heritage Museum and Gallery

Woforo Dua Pa A
Adinkra symbol of support, cooperation and encouragement



ACTION 1.1

Establish a Cultural District Designation

City of Minneapolis' Cultural District Program designation is more than a special title, but a new tool to strengthen commercial corridors and adjacent neighborhoods by utilizing direct access to city' economic development and capital improvement funding. In addition to guide the community through planning and development projects.

The purpose of a Cultural District is to leverage all city "resources to protect the racial diversity and uplift the cultural identity of the city's areas where a significant portion of the population is comprised of Black, Indigenous and/or Immigrant People of Color (BIPOC)" - Minneapolis 2040 Comprehensive Plan | Policy 34

COMMUNITY SPOTLIGHT

TABITHA MONTGOMERY

Tabitha Montgomery is the Executive Director for the Powderhorn Park Neighborhood Association (PPNA), where she supports and champions the work of the local organization. In addition to her position at PPNA, Tabitha has played a critical role, serving as a co-facilitator of the geography subcommittee, who defined and developed the criteria for the city's Cultural District Program.



ESTABLISHMENT TIMEFRAME

Achieved!

City Council adopted Resolution on August 14, 2020

COMMUNITY BENEFITS

- Preservation of Ethnic Cultures
- Anti-Displacement
- Designation City Funding
- Prioritized Staff Support

PARTNERS

Community Members

Local Neighborhood and Business Associations

City of Minneapolis

Hennepin County

SUCCESS METRICS

The "Thirty-Eighth Street Cultural District" was designated a City of Minneapolis cultural district in 2020.

150+ Staff Hours

ACTION 1.2

Commemorate Streets in Honor of Community Activists & Leaders

The corner of 38th Street and 4th Avenue was the old stomping grounds for many influential African American business owners, community activists and civil leaders in Minneapolis. People who fought for the liberties we have today and paved the way for all Minnesotans to progress forward, such as Anthony B. Cassius, Sharon Sayles Belton and Archie Givens.

In tribute, remembrance and awareness of these great contributions to the Southside community and the City of Minneapolis, we renamed two streets in honor of Clarissa Rogers Walker and Launa Q. Newman on November 8, 2019. “Clarissa Rogers Walker Way” located on 3rd Avenue South between 36th Street and 42nd Street. “Launa Q. Newman Way” located on 4th Avenue South between 36th Street and 42nd Street.

Clarissa Rogers Walker served her community for 39 years as a leader, social worker and activist at Sabathani Community Center. Launa Q. Newman, wife of Cecil Newman the founder of the Minnesota Spokesman-Recorder, served as president and CEO of the oldest community newspaper in Minnesota for 30 years after her late husband passed in 1976.



ESTABLISHMENT TIMEFRAME

Achieved!

City Council adopted Resolution on November 8, 2019

COMMUNITY BENEFITS

- Historical Marker
- Celebrate Legacy

PARTNERS

Family of Launa Q. Newman
Family of Clarissa Rogers Walker
Minnesota Spokeman-Recorder
Sabathani Community Center
City of Minneapolis

SUCCESS METRICS

1) Identify all streets in the district eligible for a name change. 2) Of the eligible streets have 50% commemorated to honor our community leaders.

$300 per street plus labor

ACTION 1.3

Celebrate Our Arts & Culture

Arts and culture events are an essential part in the life of any community, having the powerful ability to offer people a place to engage and belong. These are spaces where people can come together to celebrate each other, exchange ideas, strengthen connections among neighbors, address neighborhood issues and become more united as a community. Arts and culture events are also the best way to represent and promote the Thirty-Eighth Street Cultural District, attracting visitors and investment to the area. As a district, we will organize and host annual signature events unique to Thirty-Eighth Street. The events will be activities and festivals celebrating the history, cultural diversity, artistic talent and communal activism within our district such as:

- Building Bridges and Breaking Bread Dinner
- Southside Back in the Day and Beloved Community Event
- Sabathanettes performances
- Annual Prince Block Party
- 38th Open Street & Parade focused on the youth
- Major Taylor Bicycle Day
- 38th Street Culinary Tour & Jazz Festival

COMMUNITY SPOTLIGHT

REIMAGINE 38TH STREET FAIR

The market style event gives black and indigenous people - entrepreneurs, small business, new business, and the youth - a platform to showcase there talents, skills, services, products and culture. A time to reflect and dream to reimagine 38th street and its future as a center for black enterprise.



ESTABLISHMENT TIMEFRAME

Short-Term
Starting in September 2021
Ongoing

COMMUNITY BENEFITS

- Celebrate the Community
- Build Civic Engagement
- Support Local Talent & Businesses
- Build Relationships
- Unite the Community

PARTNERS

Local Restuarants & Organizations
Local Neighborhood and Business Associations
City of Minneapolis - Regulatory Services

SUCCESS METRICS

1) 200 attendee projection for 1st year events. 2) Create budget guidance with a project schedule

$10,000 - $50,000 per event

ACTION 1.4

Minnesota African-American Heritage Museum and Gallery

The Minnesota African American Heritage Museum and Gallery (MAAHMG) was founded in 2018 by Coventry Royster Cowens and Tina Burnside, local south Minneapolis residents. MAAHMG's purpose is to preserve, record and highlight the achievements, contributions and experiences of African Americans in Minnesota. The mission is carried out through exhibits, workshops and events that educate and inform the public about the history, culture, and art of African Americans in Minnesota. An important step in "continuing the legacy and heritage of a deeply rooted African-American community" is to locate or develop a permanent space for the Minnesota African American Heritage Museum and Gallery right in the heart of the Thirty-Eighth Street Cultural District near the intersection of 38th Street and 4th Avenue. Ideally, to have MAAHMG and Sabathani's Cultural Historical Exhibit both located at Sabathani Community Center would be a wonderful collaboration and great asset to the community.

COMMUNITY SPOTLIGHT

ARTHUR & EDITH LEE

The Lee Family were the first African Americans to purchase a house in an all-white neighborhood back in June 1931, at 4600 Columbus Avenue South in the Field neighborhood of Minneapolis. After the Lee's moved in, the neighborhood association offered to purchase their house which the Lee's declined. That led to years of harassment, threats and riots until the Lee's finally moved to the historically black Central neighborhood in 1934.



ESTABLISHMENT TIMEFRAME

Long-Term
January 2027 – December 2030

COMMUNITY BENEFITS

- History Preservation
- Permanent Museum Space
- Attract Local Visitors
- Arts & Cultural Center

PARTNERS

City of Minneapolis
Hennepin County
Minnesota Historical Society
Preserve Minneapolis

SUCCESS METRICS

1) Funding to permanently locate on 38th Street. 2) Continue to be a destination as a historical asset
3) Be open for local residents and accessible by public transit

$50,000 to relocate
$2-3 million to build



FOCUS AREA: 2

ADVOCACY

ADVOCATE FOR POLICIES THAT PRESERVE, PROTECT AND BUILD AFRICAN AMERICAN WEALTH

Wealth - a person's financial net worth - is the most complete measure of future economic well-being. It provides opportunities to easily pay for higher education, access new housing, live in better neighborhoods, build retirement and respond financially to emergencies. Unfortunately, wealth in Minneapolis is unequally distributed by race, particularly among African Americans who have a fraction of the wealth of whites, leaving them more economically insecure and less capable to build and pass accumulated wealth down to future generations.

Beginning with our African American community - who historically have been disproportionally affected by discrimination and intimidation longer than most minority populations in our nation- we are advocating for policies that preserve, protect and build African American wealth to reverse the effects of systemic inequality and increase intergenerational mobility for the health and wholeness of our community.

ACTION 2.1

Equitable Development

ACTION 2.2

Black Heritage Land Trust

ACTION 2.3

Ward 8 Homebuyers Club

ACTION 2.4

"Rooted" Housing Programs

ACTION 2.5

Tenant Protections Policies



ACTION 2.1

Equitable Development

Development is vital to the health and growth of any environment. As a community, we want equitable development projects to contribute to the livelihood of our current residents and business owners *(introduction to "equitable development" on page 12)*. The City of Minneapolis has adopted a few initiatives to support equitable development such as: Inclusionary Zoning - requiring a number of affordable units within new housing developments with 20 or more units, Naturally Occurring Affordable Housing (NOAH) Preservation Fund established to assist eligible preservation buyers to acquire and preserve NOAH rental properties at risk of increased rents in order to protect low-income tenants occupying such housing that are at risk of involuntary displacement and a $40 million allocation to fund affordable housing projects in the 2019 city's budget.

A method of achieving equitable development is changing how the City of Minneapolis is evaluating projects citywide for racial and socioeconomic equity. The "equity review" would be an accountability structure to ensure projects would: 1) truly benefit the community *(examples of community benefits on page 66)*, 2) meet citywide equity goals and 3) ensure all decision-makers have a single-consistent guide to evaluate future developments and programs. This structure would cultivate a practice of inclusiveness in which developers communicate and collaborate with us in order to add value to - rather than extracting wealth from - our communities. In the end, new developments are welcome in our community if it helps our neighbors and businesses thrive for generations to come, development without displacement.



ESTABLISHMENT TIMEFRAME

Short-Term

January 2024 – June 2024

COMMUNITY BENEFITS

- Community Representation
- Job & Contract Opportunities
- Accountability & Inclusiveness
- Development without Displacement

PARTNERS

Local Neighborhood Associations

The Alliance

Volunteer Lawyer Network

LegalCORPS

SUCCESS METRICS

Adaptation of city staff time, systems, funding and software to track equity goals in development and construction projects in the city.

500+ Staff Hours

ACTION 2.2

Black Heritage Land Trust

African American families are five times less likely to receive inherited wealth compared to white families. This lack of wealth has resulted in limited opportunities for a down payment on a home, tuition for higher education, start-up capital to build a small business, and savings for retirement.

The Black Heritage Land Trust (BHLT) would help African American residents and business owners, own and preserve homes and commercial spaces with the goal of increasing economic security for African American families and businesses in the district. BHLT serving as the community steward of land would provide financing for homeownership, an alternative to foreclosure, also capital for a new business or for business owners to own commercial spaces.

To establish the Black Heritage Land Trust: **1**) We will organize by having a community steering group to finalize what we want to achieve, develop the legal structure of the trust and create a management structure within a Community Development Corporation *(Action 3.2 on page 34-35)* or partner with a neighborhood association. **2**) We will identify a family or business in need of BHLT services. **3**) We will fundraise for the purchase price of the property and other related costs (repair, legal etc.). **4**) Once the owner occupies the property, we will oversee the management and decide how to use any surplus from the project for the benefit of our community.



ESTABLISHMENT TIMEFRAME

Long-Term

January 2027 – June 2030

COMMUNITY BENEFITS

- Anti-Displacement
- Wealth Generation & Retention
- Secures Community Ownership if or when Propertes are Sold
- Keeps Properties Affordable

PARTNERS

Minnesota Community Land Trust Coalition (Advisory)

Land Bank Twin Cities

City of Lakes Community Land Trust

City of Minneapolis

SUCCESS METRICS

1) The establishment of the Black Heritage Land Trust. 2) 2.5% growth each year of a total of 30% after ten years.

$150,000 - $2 million

ACTION 2.3

Clarissa Walker's Homebuyer Club

The Clarissa Walker Homebuyers Club (Walker HBC) would help our low to moderate income residents prepare and navigate the process of buying a home in the district, by educating potential homebuyers on the fiscal responsibilities of home purchasing and homeownership. The goal is to guide each resident to responsibly purchase a home and be able to maintain that home (physically and financially) over the long haul. The Homebuyers Club (Walker HBC) would be a comprehensive program meeting on Saturdays with a light breakfast and free childcare. The yearly program would consist of one-on-one counseling, homebuyer education, credit repair, capital savings, financial literacy classes - budgeting, debt management, etc., peer support meetings, access to down payment assistance, house maintenance 101 and networking other housing with resources providers and professionals. In addition, former participants would also have access to mortgage default/ early delinquency services, if needed.

FUTURE PARTNER SPOTLIGHT

UMOJA COMMUNITY DEVELOPMENT CORPORATION (UCDC)

Umoja Community Development Corporation was created from the vision of Realtors who serve the community; and real estate developers and legal advocates who have brought many initiatives and economic opportunities to the community. Build inclusive communities where all people have access to affordable access to legal solutions, affordable homeownership opportunities and benefit from community development opportunities.



ESTABLISHMENT TIMEFRAME

Short-Term
January 2022 – December 2023

COMMUNITY BENEFITS

- Secures Homeownership
- Anti-Displacement
- Wealth Generation & Retention
- Keeps Properties Affordable

PARTNERS

Minnesota Housing
MN Homeownership Center
City of Minneapolis
UMOJA CDC
NeighborWorks Home Partners
LISC Twin Cities
Target Corporation

SUCCESS METRICS

1) 2.5% growth each year of a total of 30% after ten years. 2) Maintain an on-going attendance of 20 households per session

$25,000 - $250,000

ACTION 2.4

"Rooted" Housing Program

Our community values all the contributions that each resident brings to our neighborhoods. We want to ensure that every person that decides to live in our community is able to stay here regardless if they own property or not. To assist in keeping housing affordable for both our renters and long-time owner-occupants, we will **1**) identify all the eligible rental properties in our community and encourage property owners to register for the City of Minneapolis' 4d Affordable Housing Incentive Program *(see description below);* in order to mitigate rent increases and preserve our stable affordable rental units. **2**) We will work with the city, to provide rehabilitation funds or deferred maintenance loan for properties under ten (10) units for owner-occupants who want to convert in order to rent. In addition, we will **3**) advocate for a Legacy Owner-Occupant Tax Relief Program. The program would provide further tax relief - after the homestead exemption and/or property tax refund - to eligible homeowners of at least 15 years, if their property assessments increase by 15%.

FUTURE PARTNER SPOTLIGHT

CITY OF MINNEAPOLIS 4D AFFORDABLE HOUSING INCENTIVE PROGRAM

4d Affordable Housing Incentive Program preserves affordable homes in Minneapolis by helping apartment building owners obtain property tax reductions if they agree to keep 20% or more of their rental units affordable (at or below 60% Area Median Income which is $60,000). The program also helps owners make existing buildings greener through cost sharing for energy efficiency improvements and solar installations.



ESTABLISHMENT TIMEFRAME

Mid-Term

January 2024 – December 2025

COMMUNITY BENEFITS

- Anti-Displacement
- Community & Cultural Retention
- Keeps Properties Affordable
- Secures Homeownership

PARTNERS

Community Members: Renters, Homeowners, Property Managers

State of Minnesota

Hennepin County

City of Minneapolis

The Alliance

SUCCESS METRICS

5% reduction in cost-burden households both renters and homeowers

3000+ Staff Hours

ACTION 2.5

Tenant Protection Policies

As a community, we will continue to heighten our voice in advocating for city policies that protect tenants' rights for improved living conditions in rental housing. The City of Minneapolis has made progress in this area by adopting a Renter's Protection ordinance, Notice to Sale ordinance, Renter-First Housing Policy and a Tenant Relocation Assistance ordinance in 2019, in addition to gaining ground on a Tenant Opportunity to Purchase Act.

Through partnerships with local organizations, like NEXUS Community Partners, we will further our advocacy training and equip ourselves to make a greater impact locally and in the broader public decision-making process to ensure equitable development and policies *(Action 2.1 on page 27)*. In addition, our community supports and defends the following tenant protection policies:

- **No denials based on credit score or criminal record:** Landlords cannot deny housing for misdemeanor convictions older than 2 years and felony convictions (some exclusions) older than 5 years old. Landlord cannot deny housing for credit scores over 500. *(Renters' Protection Ordinance)*
- **Just cause evictions ordinance:** Policies stipulating that landlords may only evict tenants for specifically stated reasons - "just causes". *(Renters' Protection Ordinance)*
- **Security and pet deposit limitations**: Security deposits cannot be more than half of one month's rent and pet deposits cannot be higher than 1/4th of one month's rent. *(Renters' Protection Ordinance)*
- **Legal representation**: The City has a pilot legal services program to represent low income renters facing eviction in Housing Court.



ESTABLISHMENT TIMEFRAME

Mid-Term
January 2024 – December 2026

COMMUNITY BENEFITS

- Advance Equity & Accessibility
- Strengthen Collective Power
- Policy & Practice Changes
- Advococy Support & Training

PARTNERS

NEXUS Community Partners
HOME Line
Inquilinx Unidx
TakeAction Minnesota
The Alliance
Mid Legal
Legal Aid

SUCCESS METRICS

1) Implementation of 3 of the 7 or 50% of the policies. 2) Advocacy for future policies through tenant education.

1500+ Staff & Community Hours



FOCUS AREA: 3

COMMUNITY SUPPORT

DEEPEN THE SUPPORT OF BUSINESSES AND ORGANIZATIONS
THAT ALIGNS WITH THE DISTRICT'S MISSION

Small businesses and organizations are important to our economy and vibrancy as a district. We will support our businesses and organizations by advocating for resources they need to manage staff, operations, customers and to evolve into better community leaders and business owners. We want our businesses and organizations to know they are not alone but are a part of a strong community that wants them to succeed and is willing to help them through the hard times. As a community, we will sustain our entrepreneurship culture, promote small business development, and continue to stand behind the social impact of our organizations in the Thirty-Eighth Street Cultural District.

ACTION 3.1
Business Development & Technical Assistance

ACTION 3.2
Community Ownership

ACTION 3.3
Minority Small Business Relief Program

ACTION 3.4
38th Street Business Association

ACTION 3.5
Events, Marketing & Branding Strategy



ACTION 3.1

Business Development & Technical Assistance

Commercial activity will enhance the economic viability of our district. It is essential that we support the development and the long-term success of our local businesses by providing financial services and technical assistance to attract and retain good business health. Our partners will serve as trusted advisors helping our business owners navigate the regulatory and permitting process, human resources, legal support, bookkeeping, tax preparations, insurance options, marketing plans, competition, operations, access to affordable capital, cash flow and debt management.

We will provide our entrepreneurs, business owners, and micro enterprises - specifically our marginalized BIPOC communities - with the tools and skills needed to maintain successful operations and capitalize upon growth opportunities. We will advocate for increase city staff to conduct direct outreach, having a regular physical presence within our district.

FUTURE PARTNER SPOTLIGHT

BUSINESS TECHNICAL ASSISTANCE PROGRAM (B-TAP)

The City of Minneapolis created B-TAP to provide consulting support to small- and medium-sized businesses located in the city. Through B-TAP, the City contracts with local non-profit organizations focused on entrepreneur training and economic development to provide direct services to new and existing businesses. B-TAP also assists any qualified business pursuing certification as a Minority or Woman-Owned Disadvantaged Business.



ESTABLISHMENT TIMEFRAME

Short-Term

July 2021 – December 2023

COMMUNITY BENEFITS

- Wealth Building
- Job Creation
- Contract Opportunities

PARTNERS

City of Minneapolis Small Business Team & Business Technical Assistance Program (B-TAP)

Neighborhood Development Center (NDC)

Metropolitan Economic development Association (MEDA)

Metropolitan Consortium of Community Developers (MCCD)

SUCCESS METRICS

Set Baseline for 30% of small businesses owned by BIPOC and those in business for at least 5 years.

2-3 Staff Hours per Week

ACTION 3.2

Community Ownership

Community ownership is a stabilizing force in developing our community without displacing our residents and businesses. As the Thirty-Eighth Street Cultural District, we will develop a Community Development Corporation (CDC) structure *(see next page)* to **1**) represent the district in all community benefit agreements (CBAs) made between developers and the community. **2**) To manage future developments in the district by guiding, investing and/or creating commercial and multifamily residential housing cooperatives to provide ownership opportunities for our residents and business owners. **3**) To collaborate with our neighborhood associations - who could serve as the CDC board of directors - to make decisions on projects, events and other governance responsibilities in the district.

In addition, the CDC may expand to include the creation and/or management of the following initiatives:

- Black Heritage Land Trust *(Action 2.2 on page 28)*
- Southside Investment Cooperative
- Worker's Cooperatives
- Community-Owned Stores or Services (i.e. Gas Station)
- Solar Farm Cooperative
- Cultural District Capital Fund *(Action 5.1 on page 45)*
- Stock ownership options based on the length of time community members have lived or operated a business in the district



ESTABLISHMENT TIMEFRAME

Short-Term

July 2021 – June 2023

COMMUNITY BENEFITS

- Community Representation
- Anti-Displacement
- Wealth Retention
- Community Ownership
- Keeps Properties Affordable

PARTNERS

Community Members

Local Neighborhood and Business Associations

Neighborhood Development Center

Cultural Wellness Center

SUCCESS METRICS

Determine in which community ownership models can be produced and create, fully fund 2 of 7 community ownership models.

1000+ Staff Hours

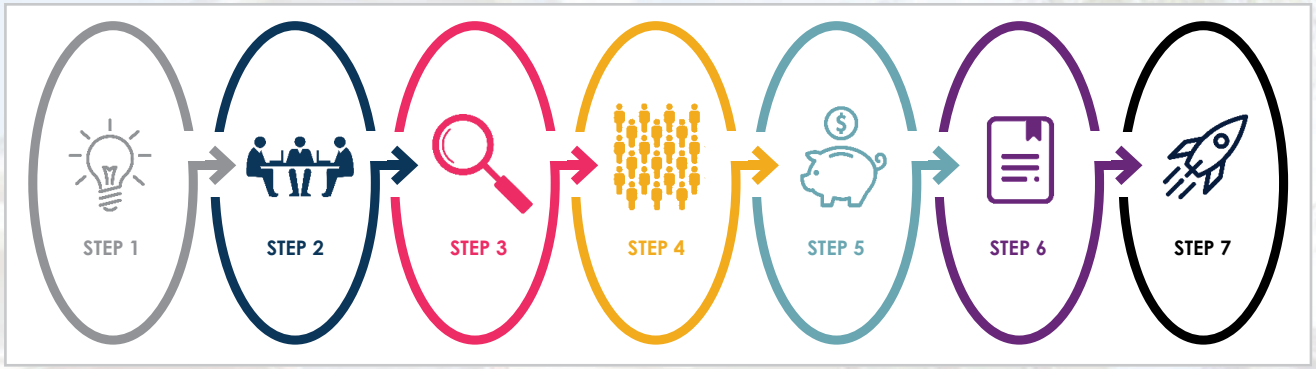
$50,000 - $1.5 million

How to Establish a COMMUNITY DEVELOPMENT CORPORATION (CDC)

What is a CDC?

According to the National Alliance of Community Economic Development Associations, "Community Development Corporations (CDCs) are 501(c)(3) non-profit organizations that are created to support and revitalize communities, especially those that are impoverished or struggling. CDCs often deal with the development of affordable housing. They can also be involved in a wide range of community services that meet local needs such as education, job training, healthcare, commercial development, and other social programs."

CDCs play a critical role in building community wealth by providing staff capacity and resources to construct and own real estate, allowing for direct community participation in decision-making and working to enhance community conditions for multiple generations. All four neighborhood organizations working together would be the ideal path to fund and achieve a CDC, however it is not the only way.



CDC FORMATION IN SEVEN STEPS

1. We will share the idea of a CDC with the greater community by providing opportunities to learn about and find the best place to have a CDC structure.

   As a community we may decide a CDC is not necessary; or select an existing local association or organization to perform the function of a CDC; or determine the need to form a CDC and discover people interested in helping to create it!

2. Organize a steering committee or community commission who are skilled in community development and will most likely serve as the CDC's Board of Directors in the future, to lead the effort in establishing the CDC and making necessary decisions.

3. Refine the mission and projects of the CDC and how this organizational structure will meet the needs of our community.

4. Set up a large community event to propose the CDC concept in order to get feedback on the mission and projects.

5. Create a financial plan and start building fundraising capacity for future development and staff.

6. Apply for a 501(c)(3) status with legal support and decide where the CDC operations will be held.

7. Start working! Volunteers can try out a pilot project. The Board of Directors can select a person to lead the CDC 's mission.

ACTION 3.3

Small Minority Business Relief Program

The closing of our beloved Marla's Caribbean Cuisine after 14 years completely surprised our community and left a void in the Twin Cities dining scene. Their small business was sewn into the very fabric and flavor of Thirty-Eighth Street, attracting visitors from all over the world. With support from our State Representatives and local Policymakers, we can lobby for a Minority Small Business Relief Program to help stabilize our minority small businesses who are at risk of being displaced or forced to close - stunting local entrepreneurship and disturbing the cultural support systems of minorities - due to rent increases. Advocate for policies that protect commercial tenants' rights for improved working conditions in commercial and office spaces.

Requiring advocacy from the city, county and state; the relief program would assist minority small businesses to remain rooted in our community and retain our affordability where local business can thrive. A beneficial investment incentive for commercial and office properties throughout cultural districts in the State of Minnesota for a period of up to ten (10) years. This real estate tax abatement would apply to the increased taxes that would result from an increase in the assessed value of a property due to improvements - repairs, renovations, new construction, reconstruction, alterations, or addition - that are completed through the permitting process. In addition, there is opportunity to prevent deferred maintenance through a garnishment rule towards the existing property owners.



ESTABLISHMENT TIMEFRAME

Short-Term
January 2022 – December 2023

COMMUNITY BENEFITS

- Anti-Displacement
- Community & Cultural Retention
- Prioritized Assistance
- Keeps Properties Affordable

PARTNERS

Community Members
State of Minnesota
Hennepin County
Minnesota Council of Nonprofits
Metropolitan Economic Development Association (MEDA)

SUCCESS METRICS

1) Set baseline for 30% of small businesses owned by BIPOC. 2) Increase of businesses owning the property in which their business by 2%

1000+ Staff Hours
$2 million - $5 million

ACTION 3.4

Create a 38th Street Business Association

Our business community needs consistent local support to truly cross over the economic, class, physical and cultural barriers that has divided our community. The creation of a Thirty-Eighth Street Business Association (from Grand Avenue to Bloomington Avenue) would be a place for business owners to have representation, to share resources, unite and advocate for important issues, engage and build relationships with each other and develop new support tools for securing their economic vibrancy within our community. Attracting customers and new business investors, encouraging competition with other Minneapolis areas and improving Thirty-Eighth Street business climate as a cultural district commercial corridor. We, the community will define the scope and benefits of the association. These could include human resources outsourcing, training sessions on the latest government ordinances and policies, free inspection clinics, monthly special waste removal days, mentorship program etc.

FUTURE PARTNER SPOTLIGHT

BUTTER BAKERY CAFE

A neighborhood-based, family-run cafe serving the Kingfield and Lyndale Neighborhoods of southwest Minneapolis. They aim to create a community centered gathering place for people of all kinds and all ages. They partner with Beacon Interfaith Housing Collaborative connecting them to the young adults living above them in Nicollet Square. Being a worksite and mentoring those youth who have been homeless or are at risk of being homeless.



ESTABLISHMENT TIMEFRAME

Short-Term

January 2022 – December 2023

COMMUNITY BENEFITS

- Business Representation
- Civic Leadership
- Human Resources Support
- Increase Purchasing Power

PARTNERS

Local Businesses

City of Minneapolis (B-TAP)

Small Business Development Center at the University of St. Thomas

Neighborhood Development Center

SUCCESS METRICS

1) Determine of there is support for an Association. 2) Convene at least two informational meetings.

150+ Staff Hours

ACTION 3.5

Events, Marketing & Branding Strategy

It is important for us - who live here - to tell our story! We will create a marketing and branding strategy to guide us in planning successful events and engaging places. We will **1**) establish the vision and goals, **2**) set budgets, **3**) create a brand - logo, website, banners - that tells the story of 38th Street's past, present and future *(see brand vision example on page 67)* , **4**) detail how all the distinct parts of each event will be implemented and **5**) later evaluated. The objective is to engage our community and invite visitors to celebrate the "Best of Thirty-Eighth Street" in a comfortable and enjoyable environment, while creating an understanding and positive perception of our district. The strategy will:

- Provide a road map for each event for the greater community
- Ensure we consider all perspectives during the planning phase
- Identify and establish partnerships and sponsors
- Announce the events' planning teams
- Create a visible brand that represents the essence of our community

FUTURE PARTNER SPOTLIGHT

MINNESOTA COUNCIL OF NONPROFITS

The Minnesota Council of Nonprofits (MCN) was founded in 1987 to meet the increasing information needs of nonprofits and to convene nonprofits to address issues facing the sector. Through MCN, nonprofits join together across interest areas to work on issues of common concern to all.



ESTABLISHMENT TIMEFRAME

Short-Term
April 2022 – December 2023

COMMUNITY BENEFITS

- Explore Brand Solutions
- Collective Creativity
- Increase Awareness
- Gain Sponsorships

PARTNERS

Community Members
Minneapolis - Great Streets Program
Minnesota Council of Nonprofits
Metro. Regional Arts Council
Metropolitan Economic Development Association (MEDA)

SUCCESS METRICS

Organize a steering committee from the community to create a marketing and branding strategy

$25,000 - $150,000



FOCUS AREA: 4

ACCESSIBILITY

STRENGTHEN ACCESS TO RESILIENCE PROGRAMS AND EDUCATIONAL INSTITUTIONS

Our community has faced its share of adversity through the years: overcoming racial discrimination, disinvestment, local school closures, surviving the recession, traumatic experiences and other life-changing situations. Yet despite these circumstances, we remain resilient.

The Thirty-Eighth Street Cultural District will be a thriving community for years to come. We will strengthen access to programs that build our capacity to be sustainable and self-sufficient; withstanding economic stress, natural disasters, health securities and housing concerns. We will foster supportive partnerships with educational institutions - within and outside our community - to offer literacy classes that empower our residents and business owners to flourish in the district.

ACTION 4.1

Improvements at Sabathani Community Center

ACTION 4.2

Create a Resilience Hub

ACTION 4.3

Build Educational Partnerships



ACTION 4.1

Building Improvements at Sabathani Community Center

A major part of our vision is to strengthen the vitality, resilience and partnership of the people who live and work in the district *(Our Vision on page 07)*. The Heart of South Minneapolis, Sabathani Community Center, has served as a pillar for community identity, empowerment and social change since 1966. The center offers youth and adult programs, a senior center, family resources services, office spaces for small businesses, a food pantry and clothing shelf for those in need. As a major cultural asset, it is vital that we invest and renovate Sabathani Community Center to preserve its legacy in providing the community space to build relationships, conduct business and support each other as neighbors. Improvements to Sabathani include:

- Improvements to the auditorium
- Upgrades to the heating & cooling system
- Replace old rooftop
- Add screens to all windows
- Purchase emergency generators
- Conduct upgrades and repairs to gymnasium and banquet center
- Update the Wi-Fi system
- Tree mitigation in the interior atrium
- Investigate potential for solar panels on the roof for the Solar Farm Cooperative
- Exterior improvements to enhance the front entrance



ESTABLISHMENT TIMEFRAME

Mid-Term
January 2024 – December 2026

COMMUNITY BENEFITS

- Historic Preservation
- Retain access to essential services
- Affordable Spaces for Local Businesses, Services and Organizations

PARTNERS

State of Minnesota
Metropolitan Council
Hennepin County
Noor Companies (NŌR)
City of Minneapolis

SUCCESS METRICS

Mark progress by considering the completion of Sabathani's improvement items listed on the left.

$2-3 million

ACTION 4.2

Create a Resilience Hub

The Thirty-Eighth Street Cultural District is a strong and vibrant community, with a legacy of overcoming the odds. We want to enhance our ability to recover from traumas, disturbances, shocks or stresses due to climate changes, power outages, medical outbreaks, fires or other human-caused disasters. Resources like Sabathani and Kente Circle currently help people deal with resiliency challenges, additional community partnerships would strengthen the network of this hub. We will create a Resilience Hub *(see concepts developed by University of Minnesota students on page 68)* to serve as a facility in supporting the community before, during, and after disruptions by **1**) mitigating climate change using resilient energy systems, **2**) providing opportunities for the community's benefit with a solar farm cooperative, **3**) providing local emergency management and communication, **4**) coordinating the distribution of essential resources - shelter, water, food, medical supplies etc. when needed, and **5**) creating a mobility hub with bike lanes, bus transit, bike parking and wheelchair accessibility, etc.

PARTNER SPOTLIGHT

SABATHANI COMMUNITY CENTER

As a pillar institution (see page 40), Sabathani Community Center can also be a strong anchor for a resilience hub. The center has been working on exploring the site for a green jobs training program, upgrading their entire lighting system to LED, fundraising to become a solar-plus storage site pilot project, a partnership with Xcel Energy and conducting an energy assessment with CEE.



ESTABLISHMENT TIMEFRAME

Long-Term

January 2028 – December 2029

COMMUNITY BENEFITS

- Coordinate local resources
- Ownership opportunities
- Lower energy costs throughout the community
- Lower carbon emissions
- Emergency management

PARTNERS

Office of Emergency Management

MN Interfaith Power and Light

Green Cost Share Program

Minnesota Renewable Energy Society

Solar United Neighbors

SUCCESS METRICS

1) Establish the Solar Energy Cooperative. 2) Adopt a community-wide emergency management plan. 3) Create a mobility hub.

$150,000 - $250,000

ACTION 4.3

Build Educational Partnerships

The Thirty-Eighth Street Cultural District will continue to build educational partnerships with formal institutions, non-traditional and non-profit organizations committed to enriching the learning experiences and opportunities within our community, especially our youth. Working together to support learning, everyone in our community benefits.

Partnerships provide greater access to, and more opportunities for available programs and classes - job training initiatives, after-school programs, constructing a solar farm, or learning how to install a rain garden - which allows us to further connect to our own community together. In addition to increasing the efficient use of local educational resources, retaining enthusiastic volunteers who want to impact the community in positive ways and gaining better alignment of the goal to build our capacity is critical for the district to be resilient.

FUTURE PARTNER SPOTLIGHT

THE CULTURAL WELLNESS CENTER

Founded in 1996, the Cultural Wellness Center is a community and cultural knowledge-production organization based in Minneapolis. They are about people, from people, and for people. They partner with organizations, institutions, and people within communities to develop models to solve problems and create lasting solutions. Their "work is to unleash the power of citizens to heal themselves and to build community."



ESTABLISHMENT TIMEFRAME

Long-Term

January 2024 – June 2025

COMMUNITY BENEFITS

- Job and skills training
- Retain local access to classes
- Affordable Spaces for Local Businesses, Services and Organizations

PARTNERS

Minneapolis Community and Technical College

University of Minnesota

City of Minneapolis - CPED/ Employment and Training

Walker Art Museum

SUCCESS METRICS

Survey of educational programs by category. (# of participants in each, # graduates and # that went on to jobs, secondary or post education)

$150,000 - $2 million

ACTION 4.4

Health Impact Assessments

The COVID-19 pandemic has dramatically changed how our world handles public health, typical human interactions, and the secrecy of air quality. Moving forward we should conduct Health Impact Assessments (HIA) to account for how our health is greatly affected by accessibility to transportation, quality housing and daily services. According to the Minnesota Department of Health, a Health Impact Assessments is a systematic process used by organizations and community groups to provide decision-makers with information about how any policy, program or project may affect the health of people. HIA emphasizes a comprehensive approach to health, which includes economic, political, social, psychological and environmental factors that influence people's health. The Health Impact Assessments would screen development proposals to ensure health impacts are considered in design, construction and/or programming of the project. The assessment would also guide a future emergency preparedness plan and conduct a feasibility analysis for a medical clinic our community.

FUTURE PARTNER SPOTLIGHT

SOUTHSIDE COMMUNITY HEALTH SERVICES

Southside Community Health Services (SSCHS)- Southside is a full-service care clinic committed to providing exceptional and comprehensive health services in a professional, empowering and culturally competent setting. They offer a complete spectrum of care services including medical, dental, vision and behavioral.



ESTABLISHMENT TIMEFRAME

Long-Term
January 2027 – December 2030

COMMUNITY BENEFITS

- Advance Equity & Accessibility
- Strengthen Collective Power
- Policy & Practice Changes
- Advococy Support & Training
- Emergency management

PARTNERS

City of Minneapolis
Minneapolis Department of Public Health
Abbott Northwestern Hospital
University of Minnesota Health

SUCCESS METRICS

Adaptation of city staff time, systems, funding and software to track equity health impact goals in development and construction projects in the city.

500+ Staff Hours



FOCUS AREA: 5

FINANCIAL INVESTMENTS

ATTAIN GOVERNMENT INVESTMENTS AND ENHANCE PUBLIC INFRASTRUCTURE

The condition of our roadways, sidewalks and other physical assets impacts our ability to function and grow, as a cultural district. All the businesses operating on 38th Street - from the daycares to the auto shops, require well-maintained infrastructure to deliver the best services to our community. We, as residents, need safe and functional streets to get to work, school and tend to our daily needs.

New infrastructure creates opportunities for future community development that will pay off economically in attracting new investments and increase productivity. However, innovative financing for infrastructure and future investments is critical to the economic sustainability of our district, especially as the city's budget continues to tighten. Along with governmental assistance, we will foster private-sector partnerships and boldly pursue grants from financial institutions that support our district's mission.

ACTION 5.1

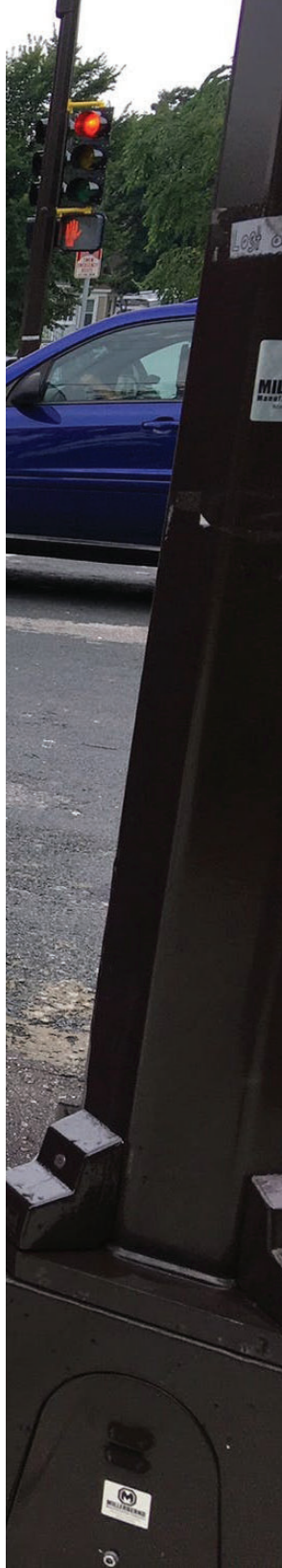
Cultural District Capital Fund

ACTION 5.2

Build Financial Partnerships

ACTION 5.3

Public Infrastructure Improvements



ACTION 5.1

Cultural District Capital Fund

The Thirty-Eighth Street Cultural District Capital Fund will pool together financial resources from the community to leverage that equity to pursue additional capital from other institutions; the City of Minneapolis, Hennepin County, local banks, financial institutions, foundation and universities. A major part of our vision is to preserve our economic vibrancy and creative identity *(Our Vision on page 09)*. The fund gives us the ability to invest collectively in stabilizing the physical property and infrastructure in our community, such as building improvements to Sabathani Community Center or offering construction loans at low-interest rates to our residents and business owners. In addition, being a funding pipeline for community-led resilience initiatives guided by a participatory budget process to distribute the capital. The District's community development corporation *(Action 3.2 on pages 34-35)* would be an ideal organizational structure to manage and utilize this fund on behalf of the district. Along with having the capacity to apply for and administer grants.

FUTURE PARTNER SPOTLIGHT

BUSINESS DEVELOPMENT FUND

The City of Minneapolis created the fund as a financial tool provided to Minneapolis based businesses for assistance in redevelopment projects that have a potential for the creation of jobs that will be filled by Minneapolis residents. The BDF provides loans of up to $75,000 and the opportunity for prepayment credits to be earned for each Minneapolis resident hired (during the first three years of the loan) and employed at least one year.



ESTABLISHMENT TIMEFRAME

Mid-Term

June 2024 – December 2026

COMMUNITY BENEFITS

- Commercial Anti-Displacement
- Secures Community Ownership if or when Propertes are Sold
- Keeps Properties Affordable
- Wealth Retention

PARTNERS

City of Minneapolis

Hennepin County

Metropolitan Area Redevelopment Corporation

Local Corporations

SUCCESS METRICS

1) Identify potential sources.
2) Create a capital fundraising plan.
3) Use the plan to measure progress.

$500,000 - $5+ million

ACTION 5.2

Build Financial Partnerships

To establish and maintain a strong business economy - both now and into the future - we will actively build partnerships with local community organizations, institutions and investors, in addition to working with the City of Minneapolis. Partnering in creative ways will reduce our dependency on government funding - which is typically limited, competitive and restrictive, while building the support structure that we need to become self-sufficient as a district.

- Local banks and credit unions
- Corporations or private equity investors
- Crowdfunding or peer-to-peer lending
- Universities and colleges
- Sponsorship from a local philanthropic foundation
- Faith-based organizations

FUTURE PARTNER SPOTLIGHT

SUNRISE BANKS

Sunrise Banks relies on the success of the communities they serve. They believe that the importance of social responsibility and financial inclusivity outweigh dollars and cents. The better their clients does, the better Sunrise does. The Sunrise family has been serving the urban core of Minneapolis and St. Paul since 1986 and focuses on positive community engagement and partners with like-minded companies to extend its mission.



ESTABLISHMENT TIMEFRAME

Mid-Term

January 2024 – June 2025

COMMUNITY BENEFITS

- Direct support with advisors
- Financial sustainability
- Easier access to resources
- Community empowerment

PARTNERS

Community Members

Local Neighborhood and Business Associations

City of Minneapolis

Hennepin County

SUCCESS METRICS

1) An outcome of the 5.1metrics - set a baseline of funding mix after first year. 2) Creation of a community endowment.

150+ Staff Hours

ACTION 5.3

Public Infrastructure Improvements

The condition of our public infrastructure - roads, sidewalks, streetlights and other physical assets - is the foundation of economic development along 38th Street. Infrastructure greatly influences our community's ability to support businesses, create good jobs, connect supply chains, efficiently move goods and services, increasing productivity growth; while connecting our residents to their workplaces, healthcare and education. As a community, we have identified major infrastructure investments required to enhance the Thirty-Eighth Street Cultural District streetscape:

- Improve connectivity from Nicollet Avenue to Bloomington Avenue
- New street lighting & signage
- Create a bike-friendly corridor
- Repair and widen sidewalks
- Add beautification elements (landscaping, banners, public art, etc.)

FUTURE PARTNER SPOTLIGHT

CITY OF MINNEAPOLIS' DEPARTMENT OF PUBLIC WORKS

The City of Minneapolis' Department of Public Works aims to build, operate, and maintain the public infrastructure and provide services to the public in Minneapolis. This department handles everything from transportation planning, engineering and design, to biking initiatives and capital improvement projects, to solid waste removal and traffic management. They will serve as a key partner in future streetscape improvements to 38th Street.



ESTABLISHMENT TIMEFRAME

Long-Term
January 2027 – December 2030

COMMUNITY BENEFITS

- Safer, pedestrian friendly streets
- Better connectivity
- Enhance aesthetics
- Upgraded roadways

PARTNERS

City of Minneapolis
Hennepin County
Minneapolis Park & Recreation

SUCCESS METRICS

The creation of design, community approval, financing raised and project completion for each project.

$5 million - $15 million

SUMMARY OF ACTIONS

FOCUS AREA: 1
PRESERVE LEGACY

1.1 Cultural District Designation

Partner: City of Minneapolis

Page 22

FOCUS AREA: 1
PRESERVE LEGACY

1.2 Commemorate Streets

Partners: Families of Clarissa Walker and Launa Q. Newman

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FOCUS AREA: 1
PRESERVE LEGACY

1.3 Celebrate Our Arts & Culture

Partners: Local Restaurants and Neighborhood Associations

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FOCUS AREA: 1
PRESERVE LEGACY

1.4 Minnesota African-American Heritage Museum &Gallery (MAAHMG)

Partner: Preserve Minneapolis

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FOCUS AREA: 2
ADVOCACY

2.1 Equitable Development

Partners: The Alliance & LegalCORPS

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FOCUS AREA: 2
ADVOCACY

2.2 Black Heritage Land Trust

Partners: Land Bank Twin Cities

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FOCUS AREA: 2
ADVOCACY

2.3 Clarissa Walker Homebuyers Club

Partners: Minnesota Housing & MN Homeownership Center

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FOCUS AREA: 2
ADVOCACY

2.4 "Rooted" Housing Programs

Partners: Community Members & State of Minnesota

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FOCUS AREA: 2
ADVOCACY

2.5 Tenant Protections Policies

Partners: NEXUS Community Partners

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FOCUS AREA: 3
COMMUNITY SUPPORT

3.1 Business Development & Technical Assistance

Partners: Neighborhood Development Center (NDC)

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FOCUS AREA: 3
COMMUNITY SUPPORT

3.2 Community Ownership

Partners: CURA's Neighborhood Now Program

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FOCUS AREA: 3
COMMUNITY SUPPORT

3.3 Minority Small Business Relief Program

Partners: Minnesota Council of Nonprofits

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FOCUS AREA: 3
COMMUNITY SUPPORT

3.4 38th Street Business Association

Partners: Local Businesses

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FOCUS AREA: 3
COMMUNITY SUPPORT

3.5 Events, Marketing & Branding Strategy

Partners: Metropolitan Regional Arts Council

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FOCUS AREA: 4
ACCESSIBILITY

4.1 Improvements at Sabathani Community Center

Partners: Noor Companies

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FOCUS AREA: 4
ACCESSIBILITY

4.2 Create a Resilience Hub

Partners: Solar United Neighbors

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FOCUS AREA: 4
ACCESSIBILITY

4.3 Build Educational Partnerships

Partners: University of Minnesota & Walker Art Museum

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FOCUS AREA: 4
ACCESSIBILITY

4.4 Health Impact Assessments

Partners: Minneapolis Department of Public Health

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FOCUS AREA: 5
FINANCIAL INVESTMENTS

5.1 Cultural District Capital Fund

Partners: U.S. Bank Best Buy Target

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FOCUS AREA: 5
FINANCIAL INVESTMENTS

5.2 Build Financial Partnerships

Partners: Hennepin County

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FOCUS AREA: 5
FINANCIAL INVESTMENTS

5.3 Public Infrastructure Improvements

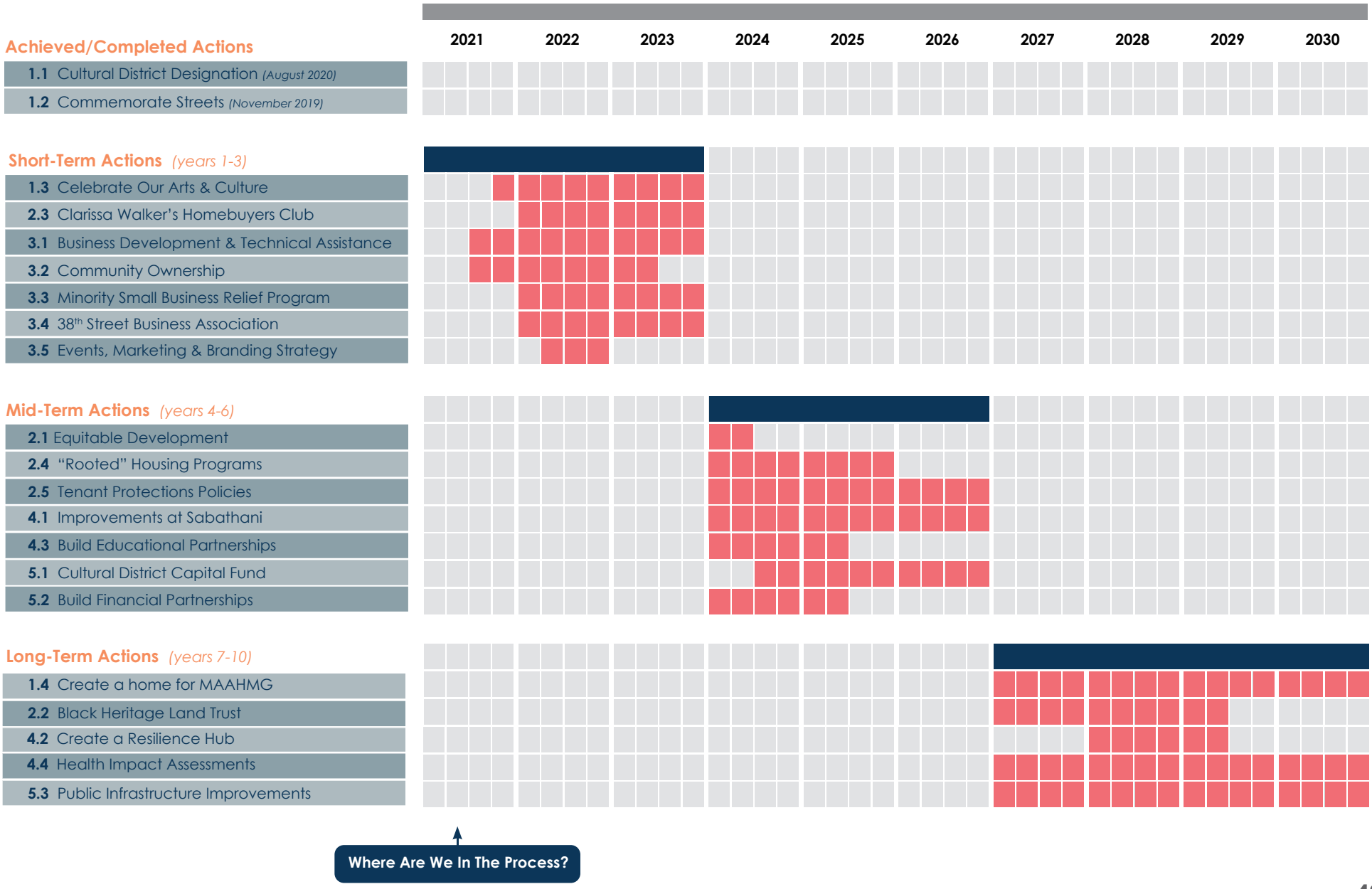
Partners: City of Minneapolis

Page 47

Anti-Displacement Strategies

City-Led Action Steps

Strategic Development Plan Schedule



OUR VISION DIRECTION

"You cannot build a house for last year's summer."

- African Proverb

Investing in the Community | 38th and Chicago



Owia A Repue
Adinkra symbol of progress, renewal, development, warmth, vitality and energy

May 25th, 2020 unexpectedly changed the life and vision direction of 38th Street as we knew it. George Floyd's murder pushed our community to show the world how to boldly confront police brutality, racial justice and public safety in the midst of collective mourning. It also encouraged our community to challenge past and present disinvestment in our neighborhoods, to recognize the power of our collective voice and to build a future for 38th street beyond our imaginations.

The 38th Street THRIVE plan is an initial step in a larger visioning process as a community. Frankly, the future of 38th Street especially at George Floyd Square is still unknown at this moment. Although our community has differences, collectively we have to come together to decide how and when to move forward with the intersection of 38th and Chicago. Then, as a community, we can work with the City of Minneapolis to design the future details of 38th Street. In addition, to partnering with the federal, state and county legislators around investment and future design support for the community's vision for 38th and Chicago.

Throughout the summer/fall of 2020, the community expressed our vision and concerns for the street. Common themes revealed how the intersection could be redesigned and highlighted some urgent and long-term ideas for the future of 38th street.

1. Mixed desire for the streets to be reopened versus closing the street indefinitely. Ideas have been pedestrian-only plazas, restricting private vehicle, preserve the public gathering space within the intersection and promote bicycle and pedestrian access.

2. Justice before implementation. City of Minneapolis leadership needs to reach a consensus with the authors of the Justice Resolution Letter.

3. Sustain community resilience and resource networks. Idea to create a permanent network to maintain the services that has grown at 38th and Chicago including the memorial caretaking, the greenhouse, 612 MASH, community patrol, clothing and book donations.

4. Preserving space for mourning and public reflection at the intersection of 38th and Chicago. People expressed the value of the preserving the existing public art that was organically created at the intersection. The desire for this space to be a place of hope, peace, healing, unity, justice, restoration and trust. A space which centers the black voice and the black experience. A space for the community to convene and build intergenerational connections. A space that reimagines black excellence, sustained for and owned by the community.

5. Vehicle access impacts to businesses and residents near the intersection of 38th and Chicago. Adjacent residential streets such as Elliot Ave have experienced a significant amount of detour traffic, vehicle speeding and other public safety concerns.

6. Desire for a permanent memorial to honor the life of George Floyd. Ideas have been acquiring adjacent properties and creating a museum or community center, other ideas included statues or other memorials within the street.

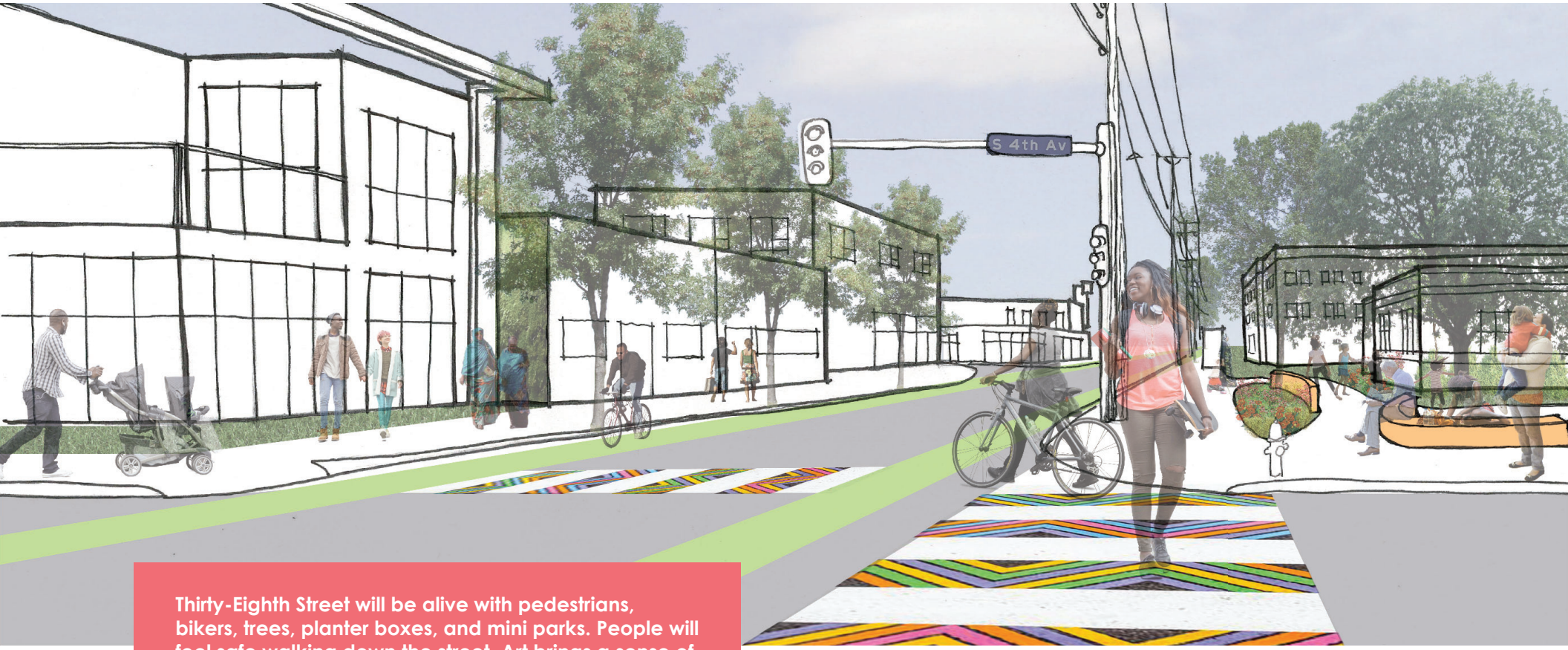
7. Public safety impacts within the intersection of 38th and Chicago. Many reported concerns regarding gun shots, theft and a general feeling of unsafety, especially in the evening hours. This summer and fall has been an unprecedented uptick in violence.

8. Transit impacts regarding the lack of transit service to the intersection of 38th and Chicago. Most transit related responses expressed concern with the inability to access transit directly at the intersection of 38th and Chicago indicated that the current transit detour routing was adequate.

9. Concerns with emergency vehicle responsiveness to calls from residents within the immediate area of 38th and Chicago. People highlighted experiences in which emergency response calls were not fully addressed.

10. Connect Nicollet to Bloomington. Ideas to seek more development opportunities near Bloomington and having gateways - archways or public art - to mark the entrances to 38th.

On October 17, 2019, community members participated in the 38th Street Thrive! Community Design Workshop to describe our vision for an improved the streetscape and infrastructure along 38th Street. The workshop was the first opportunity for us, as a community, to discuss physical and cultural attributes of 38th Street, imagine new ideas and brainstorm solutions. The discussion, concepts and design ideas from the workshop was an initial effort to create a vision direction for the Thirty-Eighth Street Cultural District Strategic Development Plan *(see concepts on pages 72-75)*. Moving forward, we will continue to design the 38th Street reconstruction details and George Floyd Square together.



Thirty-Eighth Street will be alive with pedestrians, bikers, trees, planter boxes, and mini parks. People will feel safe walking down the street. Art brings a sense of vibrancy and connection to neighborhood heritage, welcoming people to linger in this thriving community.

Looking west down 38th Street at 4th Avenue

STREETSCAPE IMPLEMENTATION STEPS:

Community-Led, Short-Term Projects *(1-3 years)*

– Conduct future design workshops with City of Minneapolis Public Works' Division of Transportation Planning & Programming to further long-term street design.

– The 38th and Chicago corridors are recommended to be phased for reconstruction, public engagement for these efforts is expected to begin in 2021

– Vision Zero improvements will be planned for 2021or 2022. Implement short-term street safety work improvements *(bike lane, paint, posts)* with Transportation Planning in support of Vision Zero initiatives

– Support the creation of public art

– Add trees and rain gardens

– Add benches & planters *(may incorporate art / branding)*

Mid-Term Projects in Partnership with City & other Funders *(4-6 years)*

– Street reconstruction, including widened sidewalks, bike lanes and elimination of some street parking on 38th, depending on block-by-block details *(street parking still available on perpendicular streets)*

– Develop a small gathering space/ pocket park near the Minnesota Spokesman-Recorder to enhance community recreational and access to green space

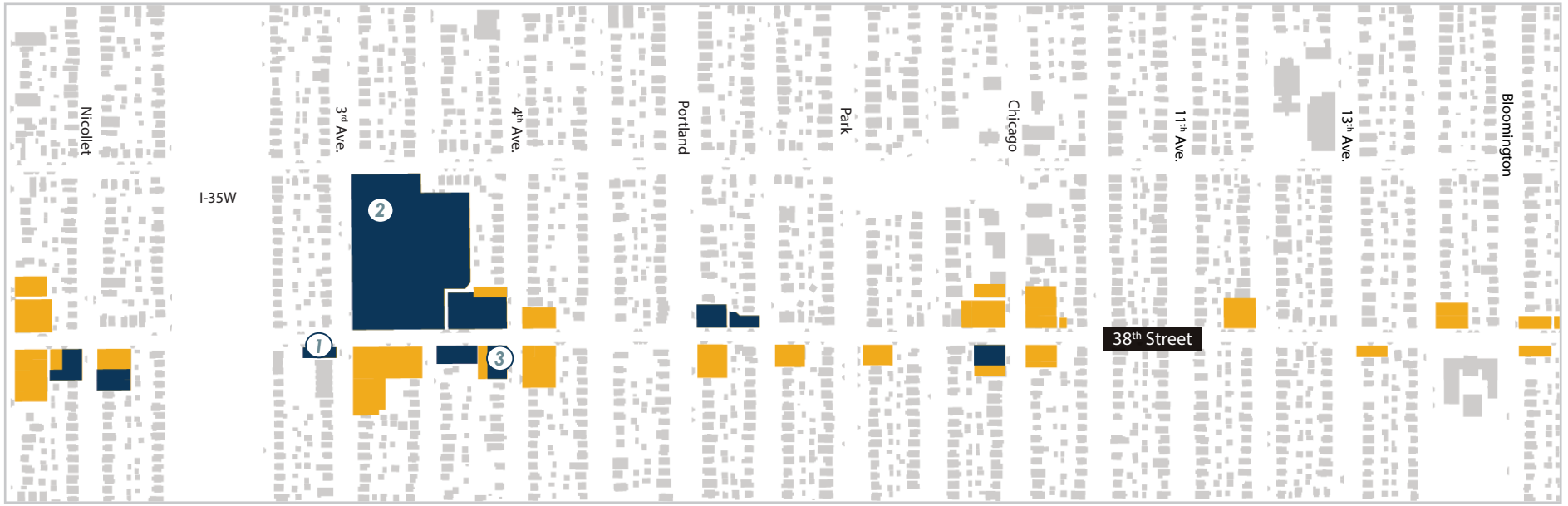
Long-Term Projects requiring Partnerships *(7-10 years)*

– Find the additional funding needed to remove and bury the utilities underneath the street during the street reconstruction

– Improve accessibility and visibility of Sabathani' entrance, re-orienting the entrance to face street instead of parking lot, encouraging more pedestrians to feel welcome entering building and accessing services within the building

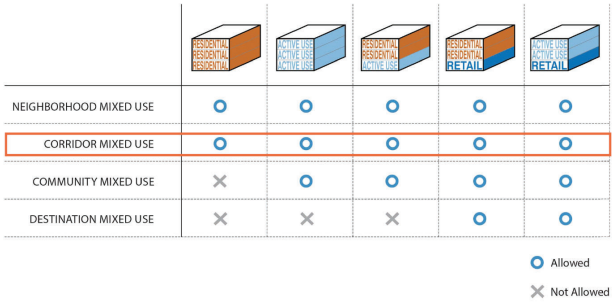
– Add street trees and rain gardens in public right-of-way, made possible by reducing the road width

LAND USE & DEVELOPMENT OPPORTUNITIES

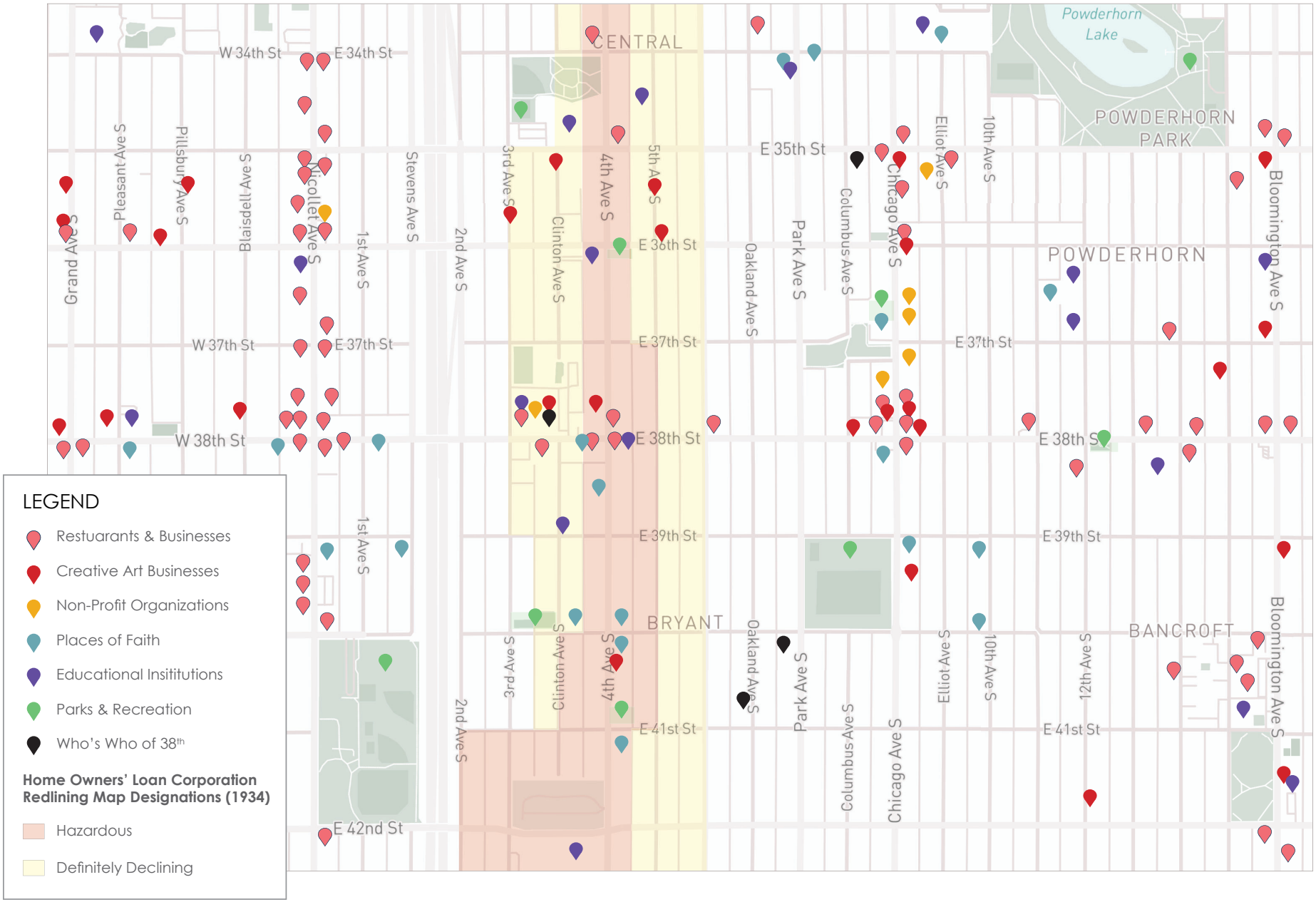


Development Opportunities
Non-Residential Properties
1 Dreamland on 38th
2 Sabathani Senior Housing
3 Kente Circle

The Minneapolis 2040 Comprehensive Plan increased zoning density for buildings along 38th Street making it easier - saving time and finances - to construct new developments as of right. The land use basically remained the same in Minneapolis 2040, yet a few terms have changed. 38th Street - previously known as a "Community Corridor" - is now a "Corridor Mixed Use". This corridor allows for the most combinations of mixed uses including residential, retail and/or active use, as reflected in the diagram to the lower right. Active uses are a local gym, public laundromat or a health clinic etc. Buildings facing 38th Street have a built form of either "Corridor 4" allowing up to four floors/stories (example is the corner of 4th Avenue) or "Corridor 6" allowing up to six floors/stories (example is the corner of Chicago Avenue). The map above shows in-progress and potential development opportunities on 38th.



CULTURAL ASSETS MAP



1 New Development Profile

DREAMLAND ON 38th

3800 3rd Avenue South, Minneapolis

By Anthony Taylor & Otis Smallwood, of the Cultural Wellness Center



38th street is poised to become one of six Cultural Districts in Minneapolis, created to drive economic development in the city's most diverse neighborhoods. Dreamland on 38th is a joint venture between the nonprofit Cultural Wellness Center, one of the founders and co-owners of the Midtown Global Market, and the African American entrepreneur and commercial landowner, Dr. Freeman Waynewood of ATJW, LLC. Building on the experience and expertise of the Cultural Wellness Center and ATJW, LLC, Dreamland on 38th will provide cultural healing through culinary heritage.

Vision

The vision is to create a flexible, supportive workspace for African American entrepreneurs to start and expand small businesses focused on the intersection of food and heritage—and to offer a dynamic space to host community

gatherings and events. Dreamland on 38th will leverage the many cultural, community, and business networks of ATJW, LLC and the Cultural Wellness Center to create social and economic opportunities that enrich African American entrepreneurs, entities, and services.

Project History

Serial entrepreneur and civil rights advocate Anthony Brutus Cassius knew the dreamers of his day needed a place to gather and plan, create and connect. Cassius first found that space at Foster's Sweet Shop, where he and other prominent African American residents of Minneapolis met monthly and strategized for civil rights in the 1930s. Among friends and fellow reformers, Cassius learned the importance of social entrepreneurship. Inspired by what he found at Foster's Sweet Shop, Cassius opened the Dreamland Café on 38th Street and Fourth Avenue in 1937, in the heart of the South Side's Black community. In a highly segregated Minneapolis, many considered the Dreamland Café to be the only social center for African Americans, and the restaurant drew celebrities like Lena Horne and Frankie Lymon when they came to town.

With its unique mission, Dreamland on 38th honors the legacy of A.B. Cassius and his commitment to social entrepreneurship, building an active African American community in Minneapolis, and focusing on food as a way to bring people together.

Cultural Wellness Center
Health · Heritage · Harmony

Why Now

At its core, Dreamland on 38th is about cultural heritage and cooperative economics. The project features African American ownership, leadership, and entrepreneurship in a space that will reflect African art, philosophy, and culture in an event and social space where people of African descent will feel genuinely welcome and at home. The Cultural Wellness Center believes such a space is desperately needed and will add value to the Twin Cities as a whole, creating a place for African Americans to connect and support each other and share their culture with the broader community.

Across the Twin Cities, companies are recruiting African Americans to relocate here, only to have them leave because they feel isolated and disconnected. Dreamland on 38th will create that sense of connectedness and community for all African Americans, on its own, and as part of the 38th Cultural Corridor. The Cultural Wellness Center envisions that the Dreamland Co-Café will be the premier place for Africans, African Americans, and the Diaspora—and the entire community—to experience and appreciate African culture, including food, music, art, and ceremonies. Dreamland on 38th is both much-needed economic development and cultural preservation. The collaborative project honors the area's history as an African American business district, while embracing its future as a vibrant cultural corridor.

The Center has partnered with LISC, Nexus Community Partners, and Neighborhood Development Corporation on this project. In addition, to receiving $250,000 in the last legislative session bonding bill.

New Development Profile / Dreamland on 38th

Core Outcomes
The Cultural Wellness Center believes that inside every human resides a spark—and that they help ignite that spark. Dreamland on 38th will fuel their work and mission, leading to positive outcomes for Minneapolis in general, and the African American community specifically.

- ***Entrepreneurship**: 5+ businesses started each year.*

- ***Job Creation**: Businesses started or supported by the Cultural Wellness Center will create and retain 60+ jobs per year with livable incomes.*

- ***Community Building**: More than 5,000 community residents will participate in community events each year.*

- **Growth**: *20+ businesses will grow in a stable and sustainable manner.*

- **38th St. Partnerships**: *Working in cohesion with other African American owned businesses on 38th St. Including Kente Circle, Sabathani Community Center, and the Minnesota Spokesman-Recorder.*

- ***Education**: Working with the University of Minnesota, Twin Cities Campus, Department of Food and Nutrition Science and Department of Public Health to help improve the culture relationship between food and health, while also offering Cultural Self Study as a form of public health.*

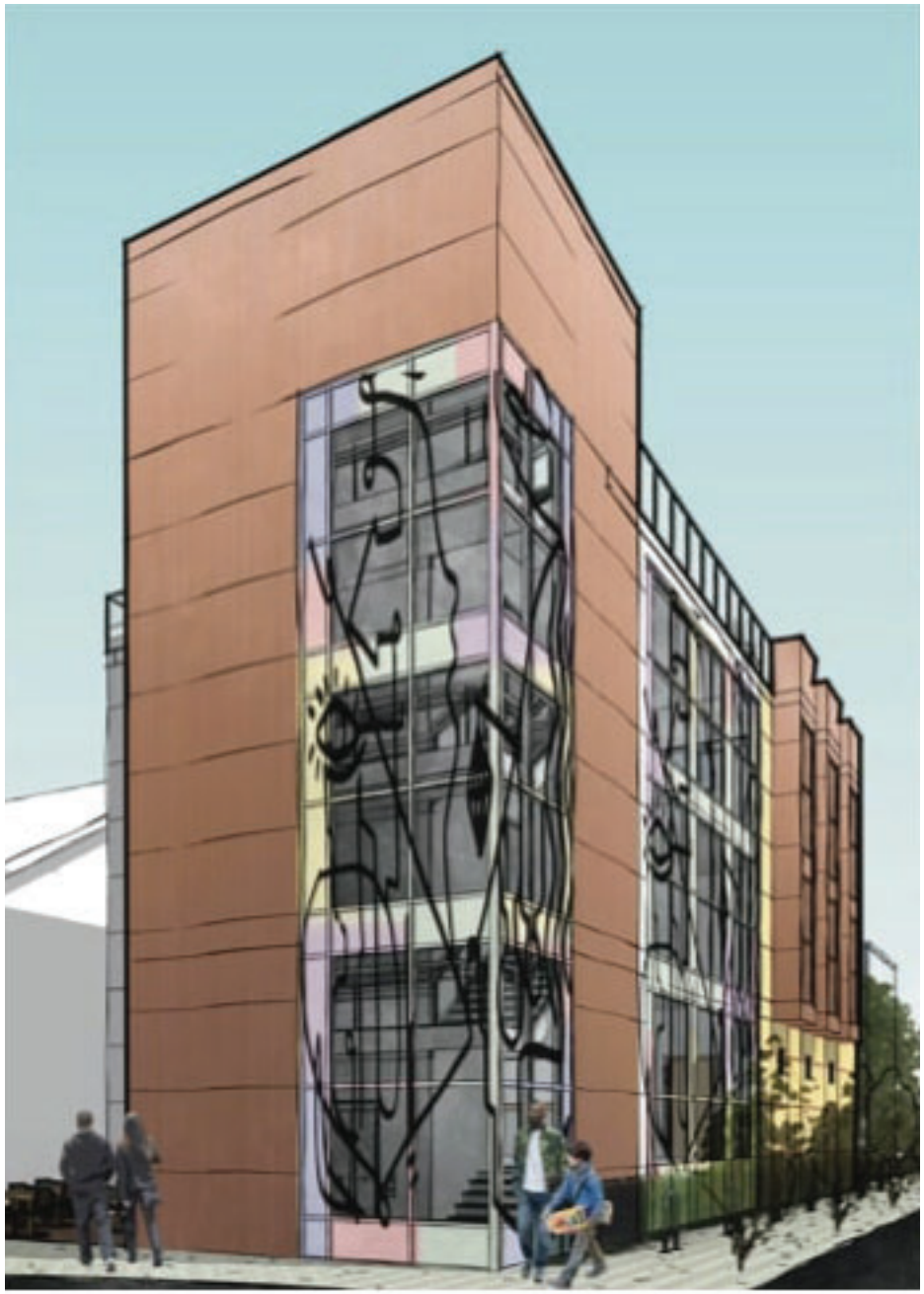
In addition to these core outcomes, preventing gentrification of the 38th street area is a goal of Dreamland on 38th. Cultural culinary entrepreneurship is an anti-gentrification strategy, which supports the underlying mission of the cultural districts.

Core Features
Dreamland at 38th features the construction of a three-story, 7,500-square-foot building on a vacant parcel at 38th Street and 3rd Avenue South. Since 2018, the Cultural Wellness Center and ATJW, LLC have been collaborating with 4RM+ULA, an African American-owned architecture firm, to design a building to house the:

- *Dreamland Co-Café, an innovative food business incubator program and commercial kitchen anchored by Dreamland Culinary Heritage, an established African American-owned catering business incubated by the Cultural Wellness Center;*

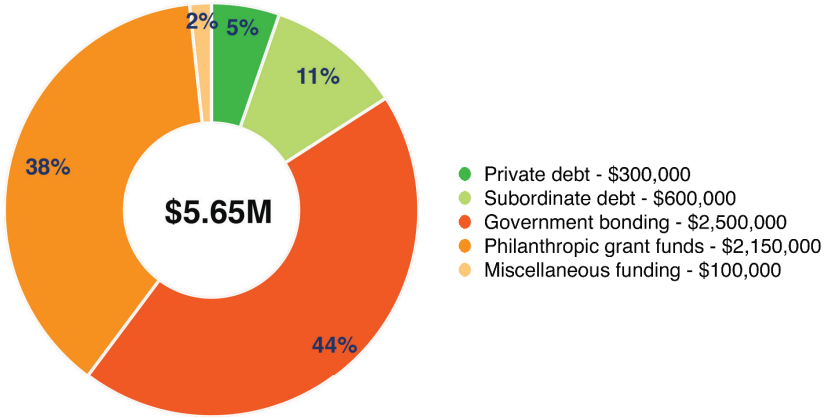
- *Cultural Wellness Center's administrative offices, from which they will offer entrepreneur development services, co-working space and knowledge production in education, housing and health;*

- *Community meeting and event space, including a rooftop with downtown views.*



Financial Analysis

The Cultural Wellness Center and ATJW, LLC, are committed to financial discipline and the long-term economic viability of both the proposed real estate development project and its organization. In doing so, the partnering organizations are working together to structure a business plan that ensures the project does not put undue financial pressure on either the entrepreneurs using the space or the master leaseholders. Toward this end, the Cultural Wellness Center and ATJW, LLC have carefully thought through the project costs, project financing plan, project operating procedure, and its organizational operating plan to cover the development cost of the Dreamland on 38th project.



2 New Development Profile

SABATHANI SENIOR HOUSING

310 38th Street East, Minneapolis

By Sabathani Community Center Board of Directors

Sabathani Community Center will be 48 units of senior affordable housing, with rents at 50% of area median income or below. Four units will serve High Priority Homeless Households.



Sabathani has anchored the intersection of 38th Street and 3rd Avenue since 1979, serving as a gateway to South Central Minneapolis. Founded in 1966, Sabathani's mission is to build a thriving community. The Central, Bryant, and Kingfield Neighborhoods in Minneapolis, of which Sabathani is at the intersection, has a long history of diversity. From the turn of the 20th century, the area attracted prominent, politically active African Americans. Sabathani Community Center was founded by Sabathani Baptist Church, an African American congregation.

Sabathani provides programs to meet the needs of large multicultural communities of color. Programs are focused on building strong, healthy families; keeping seniors active and healthy; and providing community-based health resources. The Senior Program, a core Sabathani program, is a culturally friendly place for adults 50+ to receive health and wellness services and have social engagement on a regular basis to maintain their independence. The Center offers transportation, wellness clinics, flu shots, fitness classes, nutrition and diabetes prevention education, a dance classes, ceramics, tax filing, legal resources and social activities. The Center hosts forums covering issues important to seniors and it operates an AARP chapter and a Red Hat Club chapter.

Area seniors have identified a need for permanent, affordable housing targeted to seniors in the South Central Minneapolis community. Lacking housing options, many seniors are forced to move from the community. The market study shows a limited supply of multi-family properties, and even fewer affordable targeted to seniors. Nearby senior

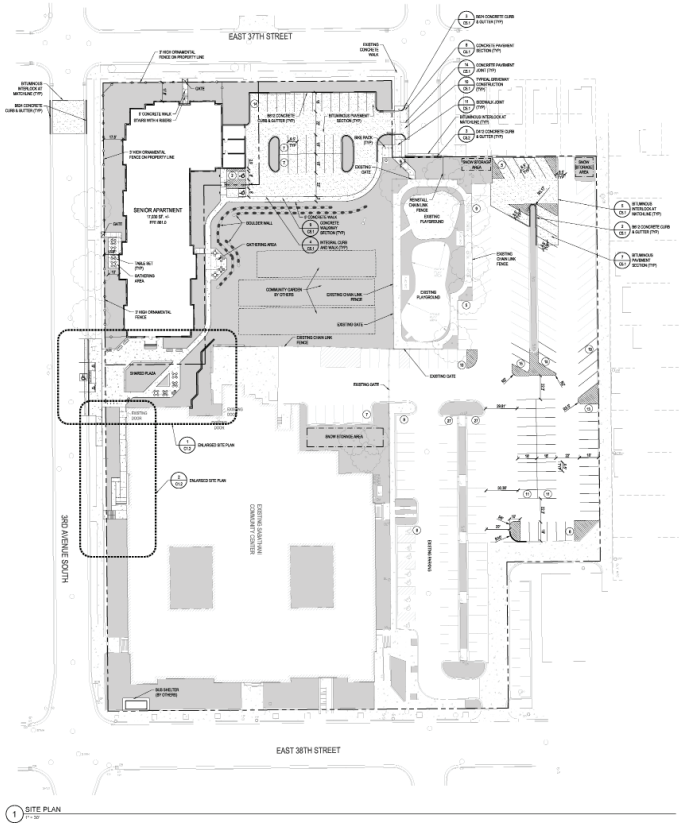
developments include Spirit on Lake and Lake Street Station, which are income restricted to 50% and 60% of area median income; both are 100% occupied.

Sabathani Senior Housing is an acquisition and new construction development. The development will be located on an underutilized portion of the current Sabathani Community Center campus. Sabathani will donate the land to the development. The total development cost is approximately $11,777,292 ($245,360/unit). The development will be financed with a first mortgage from Minnesota Housing, Housing Infrastructure Bonds (HIB), administered by Minnesota Management and Budget (MMB), and soft funds. The financing structure includes tax increment financing (TIF). As the parcel is vacant and tax exempt, it will generate significant increment. The increment will increase the mortgage capacity.

Sabathani Community Center has been awarded $1,825,000 in a Minnesota Housing first mortgage as well as a LMIR construction loan in the amount of $2,600,000. Committed HIB funds total $5,416,183. Committed soft funds include $1,250,000 from the City of Minneapolis Affordable Housing Trust Fund (AHTF), $516,109 from the Metropolitan Council LCDA program, and $800,000 from the Hennepin County AHIF program. The City of Minneapolis makes available supplemental AHTF dollars. The City will accept this application, as well as the application for TIF, now that all other funding sources are committed. The City of Minneapolis staff anticipates $600,000 in supplemental AHTF and $1,000,000 in TIF will be supported by Council and the funds was committed in mid-2020.

Sabathani Community Center is currently under construction.





3 New Development Profile

KENTE CIRCLE

3800 4th Avenue South, Minneapolis

By Larry Tucker, CEO of Kente Circle

Kente Circle, LLC ("Kente") is a mental health agency specializing in providing individual, couples, family, and group therapy to clientele living in Minneapolis, MN and its' surrounding communities. Established in 2004 by Bush Fellow Larry Tucker and Phil Rosier with a mission to help our communities grow through the recognition and affirmation of communal faith, genius and health. The founders intentionally decided not to start out as a nonprofit in order to develop an agency organized around meeting the mental health needs of people of color without pressures to prioritize the objectives of outside funding agencies often rooted in white cultural norms.

As an agency comprised primarily of leadership and staff from minority communities, Kente focuses on serving the mental health needs of minority clients. Last year, 74.6% of our clients were non-Caucasian. The majority of clients live in Hennepin County and approximately 55% of Kente's clients are youth under 18.

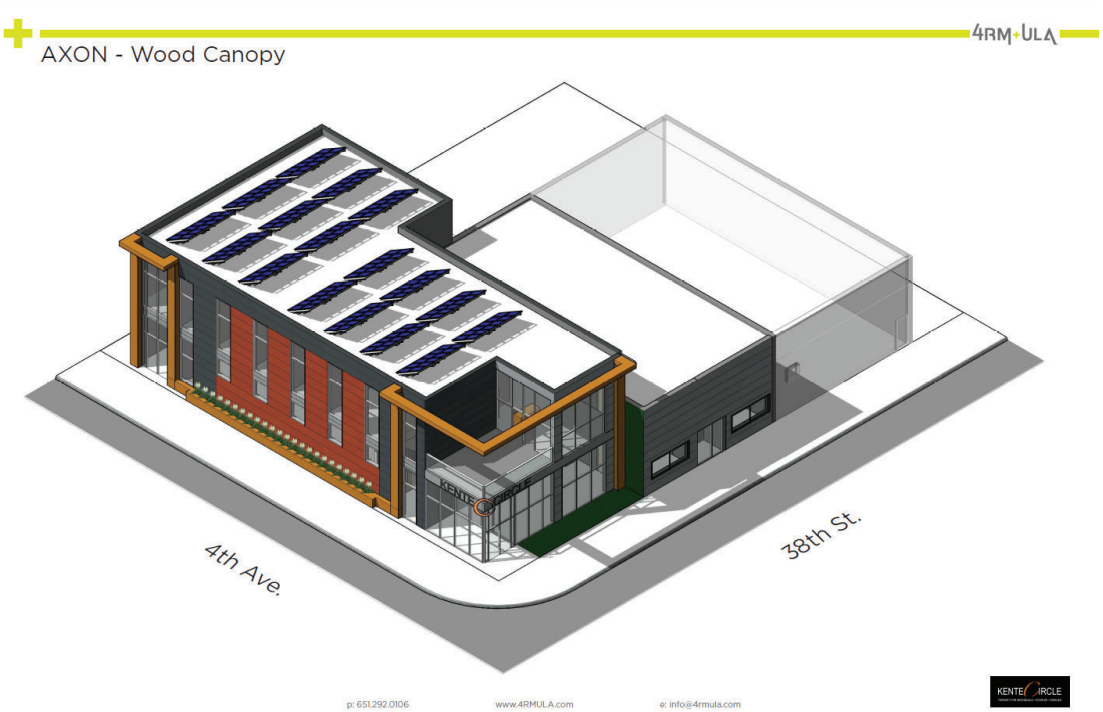


From the beginning, Kente Circle has also provided culturally informed professional development trainings to support clinicians of color and the broader community. In addition to meeting the needs of what has become roughly 700 clients annually, Kente Circle has trained nearly 120 interns and facilitated nearly 100 workshops and conferences.

Vision & Why Now

Kente has always experienced increased demand for services and a desire to provide on-going training to the Twin Cities – Mental Health Community. In 2014, Kente Circle moved from Sabathani Community Center to its current location across the street. Because of the new increased demand, Kente has retained NEOO Partners Inc., to perform development and expansion feasibility analysis to assess the feasibility of an on-site expansion of their services.

As part of the administrative expansion, Kente plans to unveil the new Kente Circle Cultural Healing and Training Center. Kente currently host annual conferences, and large group trainings sessions offsite. Through the development of the space for the Healing and Training Center, Kente is planning to centralize their outcomes in South Minneapolis with a 3,000 square foot



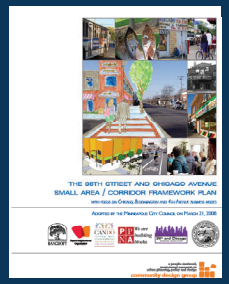
renovation of their existing building and an 8,000 square foot expansion.

The new space will be able to accommodate 25% more staff, nearly double the number of clients served, and host internal and external trainings of 75 to 100 people. As part of their community philosophy, Kente is planning to make the large training center available for community organizations and individuals for local events.

APPENDIX

Past Projects
Community Benefits
Brand Vision Board Example
Capstone Projects: 38th Street Resilience Hubs
38th Street Thrive! Community Design Workshop
Fiscal Resources Table
Action Steps Metrics
Image Credits

PAST **PROJECTS**



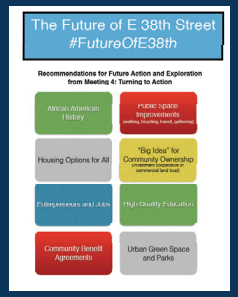
38th and Chicago Framework Plan

2008



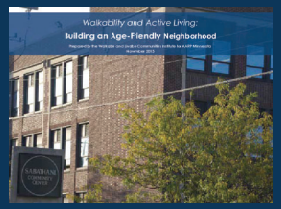
38th Street Urban Design Assessment

2015



"The Future of 38th Street" Planning Series

2015



Building an Age-Friendly Neighborhood

2015

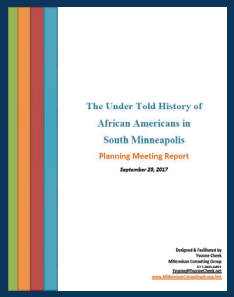
Age-Friendly Neighborhood Progress Report

2017



38th Street Walking Tour

2017



History of African-Americans in South Mpls

2017

Community Benefit Examples

The "Equitable Development" action step on page 27 discusses the importance and value of community benefits. The following are actual examples of community benefits that have been negotiated with and implemented by developers and the community throughout the country:

- Engaging the community as partners or advisors
- "First Source" local hiring system that promotes recruitment of local residents to fill new positions with living wages of minimum $15+ per hour
- At least 25% percent of all employees, must be local residents who were formerly incarcerated or are currently unemployed or underemployed
- Local contracting a percentage of Minority/Women Businesses
- In-kind access to office space developments or discounted rates to local residents if a commercial business is the developer
- Affordable spaces for small businesses or service providers
- Community input into the city's Request For Proposal (RFPs) within the district
- Job training funds targeted to local residents
- Extensive green building measures to aid environmental issues
- Formal review oversight for accountability and inclusiveness
- Applying tenant protection policies *(Action 2.5 on page 31)*
- Financially contribute to a community fund whether a school-tuition or day-care assistance program. In the case of our community, it could be contributing to the district's Black Heritage Land Trust *(Action 2.2 on page 28),* and/or Cultural District Capital Fund *(Action 5.1 on page 45)*.

BRAND VISION BOARD
EXAMPLE











1927 Futura

Paul Renner

G Light T Book W Medium M Bold











38th Street Resilience Hub Collaborative

"I've been struck by how the ideas in these three projects have actually been implemented in the community that has emerged at the intersection of 38th & Chicago. Plants growing on the streets, more art than we could ever have imagined, resources for community health, food/books/education for all. Seeing these elements and more I'm just struck by how George Floyd Square is ACTUALLY a Resilience Hub based on all the definitions we shared with students. Built by people and for people in response to a horrific event. What is actually there is more powerful than anything students could have researched or imagined."

- Elizabeth Turner, Instructor of the SUST4004 Course

At the time, our community was going through the visioning process to describe the future of our neighborhoods. As part of the process, we identified several action items for next steps, one being the idea of Resilience Hub *(see page 41)*. We also expressed a desire to partner with college students to further explore what a Resilience Hub might be to best serve the 38th Street Community.

The SUST4004: Sustainable Communities class at the University of Minnesota, is a capstone project course for the Sustainability Studies minor and every year they work with a community partner. For the Spring 2020 semester, the class partnered with the City of Minneapolis to support the work of our community by developing concepts for a Resilience Hub that could operate on 38th Street, specifically at Sabathani Community Center.

Students researched the community's background and existing initiatives, toured the neighborhood and Sabathani Community Center, researched relevant precedents, and gathered data. In the end, each group develop one distinct Resilience Hub concept and develop recommendations for next steps. In the future, this information will be used to help us as a community decide how to turn our vision of a Resilience Hub into a reality, in thanks to these students great work!

SECURING FOOD
For a Food Secure FUTURE

The 38th Street Thrive Food Resilience Hub is: a self-sustaining center that provides nourishing food to meet the daily needs of the community while continually growing its food resource capacity to respond and recover from extreme events.

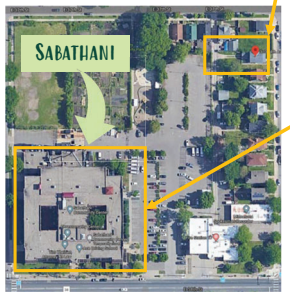
38th Street Community Needs

25,000 PEOPLE

Rely on Sabathani's Food Shelf annually. Every year, the average person needs

1,314 POUNDS OF FOOD[1]

How do we increase access to food so that everyone's needs are met?



Conclusion

The 38th Street Thrive community is on track to create an amazing resilience hub, and has the chance to help every member of the community achieve food security.

ARE YOU READY TO GET INVOLVED?

Thoughts?

Q1: Would you buy a garden build kit from Sabathani to grow at home?

Q2: Would you volunteer to help reach out to food donation partners?

4 Ways to Increase Food Access for the 38th Street Thrive Community

#1 Create Square Foot Gardens for Home Growing

Cost $ | Impact ★★



What is it? Square Foot Gardens (SFGs) are small, raised containers that grow a lot fruits + veggies using very little yard space.

What does it cost? Less than $50 to make and grow food!

Is it hard to do? No! They are easy to build and maintain.

Goal: Create low cost SFG plans or kits that community members can purchase at Sabathani. Kits will use free and donated resources.

A 4ft x 8ft Square Foot Garden Produces 250+ Pounds of Fresh Vegetables[2]

#2 Increase Food Donations Through MealConnect Program

Cost $$$ | Impact ★★★

Goal: Become a donation recipient of Feeding America's MealConnect program to increase food supply.

Associated Costs:[3]
First Phase: Food Manager Certification = $160
Second Phase: Donation Pickup Van + Driver = $5-25,000 for Van + $28,125/year Driver Salary



What is MealConnect? A Program that rescues prepared foods from restaurants and stores.

To Do: Recruit door-2-door volunteers to enlist local businesses to join this program, invest in a vehicle, and create a job that picks up donations.

Potential Results:
↑ People Served (↑152% in Florida w/ FDC)[4]

#3 Develop Resources and Food Delivery Services at Sabathani

Cost $$$ | Impact ★★★

Goal: Create a program + website that connects all home growers into a community network.

Community Network Includes:
- Place for community members to share produce yields, recipes, ideas, and knowledge
- Mailing list sign-up to notify residents of annual Sabathani SFG kit availability
- Educational events to teach the community how to build SFGs + preserve produce

Delivery Services: Sabathani could start a food delivery program for its homebound community members like South Corvallis Food Bank in Oregon did with volunteers (link).[5]

#4 Partner With City on Food Donation Supply Chain Changes

Cost $$$$ | Impact ★★★★

Goal: Work with the City of Minneapolis and Minnesota lawmakers to create a bill that bans businesses from wasting unsold, edible food.

To Do: Research states / countries that have enacted bans → California, Connecticut, Rhode Island Massachusetts, Vermont, and France.[6,7]



40% of our food supply is wasted, yet 10.5% of Hennepin County residents don't have access to enough food.[8,9]

Potential Results:
↑ Jobs (900 - MA), ↑ Food Donations (8-9% yearly in France and +40% overall in Vermont)[6,7]

References: [1] *Meal = 1.2lbs * 3 * 365 = 1,314lbs/yearly - Feeding America. [2] 200lbs produce from 5x5 SFG = 256lbs from 4x8 SFG - Karen Newcomb. [3] Food Manager Certification Cost + Vehicle Cost. [4] Testimonial from Dave Krepcho (Florida Food Bank) on FDC. [5] Oregon Food Bank Delivery Article. [6] States with Bans - NCSL. [7] Food Waste Ban - France. [8] Hennepin Food Insecurity % - Feeding America. [9] 40% Food Waste - Feeding America. **Photos:** Backyard - Zillow, Square Foot Garden Drawing - Pinterest, Sabathani Aerial Photo - Google Maps. Vehicle - Ford. Food Pie Chart Icon Outline – City of Dallas.

Poster By: Rachel Frederickson
University of Minnesota | SUST4004

VISUALIZING GREEN ON 38TH ST.

38th Street Thrive Resilience Hub

Lauren Anderson, Lauren Jahnke, Stephen Farrell

SUST 4004: Sustainable Communities, University of Minnesota

This proposal's recommendation for the 38th Street Thrive Resilience Hub is to provide a visual impression of hope and security that is both beneficial and essential to the local area through communal green space, a welcoming streetscape, and year-round food resilience.

Why Resilience Hub?

This resilience hub provides solutions that are inspired by conversations with the community as well as observations from visiting. Members of the 38th St. community have expressed the following needs and concerns:

1. *Exterior, communal gathering spaces along 38th St; to allow people to relax in the outdoors of their community center, tier one involves the creation of a **pocket park** on the corner of 38th and 4th that provides plant boxes and fruit bearing trees.*
2. *More shade from trees along the sidewalk, which is especially important during Summer time, along with a general desire for more vegetation; to develop a welcoming streetscape for 38th St. without displacing current residents, tier two develops a **community tree and pollinator corridor program** that seeks to facilitate the planting of trees and native plants within the community.*
3. *Food security and access, particularly beyond the scope of the food shelf; to increase food resilience year-round, tier three involves designing a **greenhouse** adjacent to Sabathani, extending the growing season into the Winter months.*

Conclusions

Increasing local communal green space and developing a robust food production system through the pollinator corridor and greenhouse structure will establish food resilience, strengthen the connection between the community and their environment, work to address the impacts of past redlining practices and develop a lasting sense of hope and security.

Easily Accessible → ***Moderate*** → ***Aspirational***

Tier One:

Pocket Park on the corner of 38th and 4th.



possible plan for pocket park

Tier one involves the creation of an exterior community center in the form of a pocket park. Incorporating benches, fruit bearing trees, and native plants will create a space where the community can relax while on walks and gather with friends for lunch.

- *Community feedback will be used to develop possible programming for the space, which should be gathered periodically as the community develops.*
- *The design of the park should incorporate safe design practices to allow people of all ages to use the space in a safe and comfortable way.*
- *Participation in food harvesting will inspire community interest in food resilience and urban farming.*
- *There is the potential to collaborate with the Minnesota Neighborhood Stabilization Program (NSP) to gain funding for the design and construction of the pocket park.*

Tier Two:

Welcoming streetscape, 38th Street aboretum, and pollinator corridor.


Native flower boxes along 38th St bridge


Sitting area (blue), mature fruit trees, native plants


Sitting area (blue), mature fruit trees, native plants

In addition to a pocket park, tier two involves the development of a community tree and pollinator corridor program. Fruit trees and potted/native plants will help create a space for community members to visit, enjoy, and relax.

- *Residents of streets crossing 38th can "plug in" to the pollinator corridor to extend the vegetation chain to their own yards, increasing resiliency.*
- *Placement of types of vegetation will depend on space, need for food, and relative street heat index.*

Tier Three:

Year-round food resilience through community greenhouse farming.


Three possible options for greenhouse configuration

In addition to the pocket park and streetscape development, tier three involves the construction of a greenhouse farm adjacent to Sabathani. The specifics of the greenhouse will depend on the community's needs - three possible configurations are highlighted above.

- *Community feedback will be used to determine size requirements and design details for the greenhouse.*
- *Vertical gardening will allow for maximum production of food with minimal space.*
- *The space could be used to hold educational programs to learn about urban farming.*
- *Potential to incorporate renewable energy and energy efficiency measures within the design.*
- *Potential to collaborate with Northern Minneapolis communities through Project Sweetie Pie, which has been developing local urban farming methods.*

ARTS AND COMMUNITY RESILIENCE

38th STREET THRIVE RESILIENCE HUB

Sabathani Community Center
The Heart of South Minneapolis

Abbey Kobza, Joe Becker, Tori Breen, Grace Becker
SUST 4004: Sustainable Communities
University of Minnesota

SABATHANI AS A HUB FOR THE ARTS: An arts hub at Sabathani will increase awareness of resiliency resources already available in Sabathani, enliven the under-used theater space, and create a model for ongoing community resilience through connectedness.

COMMUNITY PERFORMANCE PROGRAM:

- Sabathani's physical space is well equipped to offer rehearsal, construction, and performance spaces for a community-wide performance program.
- Minneapolis Community Education (MCE) produces an annual summer musical with audition and performance locations fairly accessible to Sabathani, providing an opportunity to connect with or expand on the Minneapolis Community Education program, which will in turn revitalize Sabathani's underutilized theatrical space.
- Since young children are not able to audition for the MCE program, the community might also wish to establish its own community theatre group to audition, rehearse, and perform productions in Sabathani's auditorium.
- **This project proposes a rotation of community performances in the auditorium by local groups, including the Sabathanites and local performing arts groups.**

Figure 2. Auditorium at Sabathani Community Center, photo by Grace Becker



FUNDING OPTIONS:

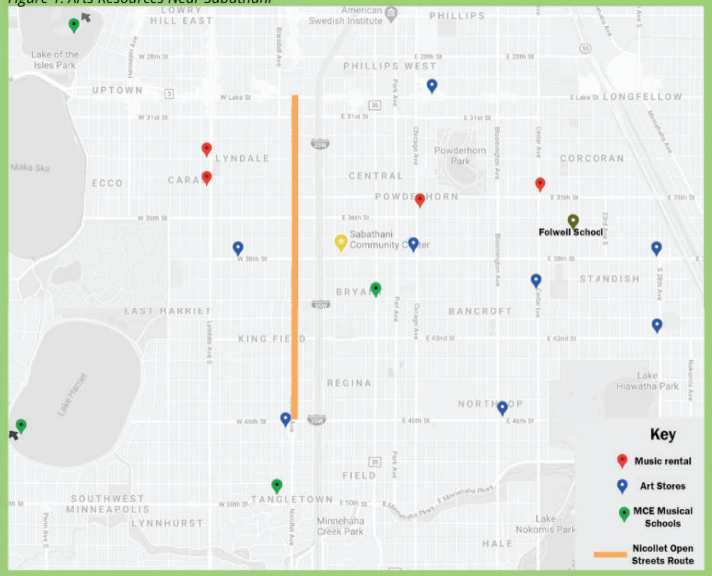
- In addition to city funding through the 38th Street Thrive project, Sabathani may consider pursuing support from state-funded granting organizations, private foundations, and individual donors.
- **Metropolitan Regional Arts Council and Minnesota State Arts Board offer several grants for which Sabathani could be eligible.**

ARTS PROGRAMMING

MUSIC AND ART LESSONS:

- Childhood study of the arts has demonstrated benefits beyond the increased creativity and self-expression long associated with the practice, including improved educational outcomes (Elpus).
- Arts in schools are often among the first programs to be cut in budgetary adjustments.
- A proposed redistricting of Minneapolis public schools would result in the loss of Folwell School as an arts magnet school, creating a significant gap in arts education in the neighborhood.
- **Sabathani's physical spaces could be used by teachers from within and around the community to mentor people of all ages in the arts.**
- **Students could buy or rent instruments for music lessons from nearby music and arts stores (see Figure 1) which will help to support the local economy.**

Figure 1. Arts Resources Near Sabathani

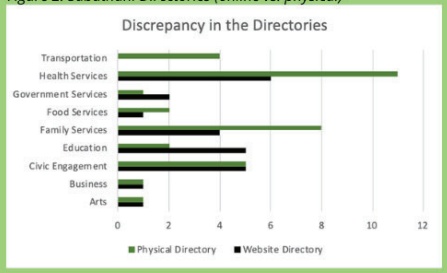


ARTS AS RESILIENCE

COMMUNICATION OF RESOURCES:

- There are many resources at Sabathani that aren't necessarily visible.
- Sabathani provides a directory near its front doors as well as on its website; however, these directories do not match, and neither provides information about its tenants beyond simply their names (see Figure 2).
- Despite a history of arts education and excellent artistic spaces in the building, there are not many arts-focused organizations in Sabathani (see Figure 2).
- **Arts exhibitions and performing arts events through Sabathani could be utilized as open houses in which community members can come to a greater understanding of the resources available within Sabathani.**

Figure 2. Sabathani Directories (online vs. physical)



COMMUNITY CONNECTION:

- The most equitable outcomes are achieved when people from a given place are made leaders for its improvement (Liu, 2019).
- **When an arts and culture focus is integrated into the work, organizations can turn community engagement into a form of community organizing and achieved mission-aligned outcomes while simultaneously strengthening social ties within the local community (Liu, 2019).**
- **The arts are able to facilitate the achievement of community-defined goals in ways that are culturally sensitive and empowering (Blatchford). Any investment into cultural resilience needs to focus on community-defined visions and goals.**

CONCLUSIONS: Given Sabathani's long history of providing recreation for children, essential services for local families, and community identity and empowerment to many, **reimagining Sabathani as a hub for the arts** is consistent with its history and with the current efforts to build resilience among the greater 38th St community. **With the arts as a focal point of community engagement, Sabathani will be better able to facilitate the gathering of the community** in the face of natural disasters, a changing climate, potential displacement of residents and local businesses, and other unforeseen community-wide emergencies such as COVID-19. With the help of an arts program operated by and for the 38th St. community, **local culture and creativity can become effective tools for building resilience in the face of disasters, emergencies and unwelcome development**.

SOURCES:

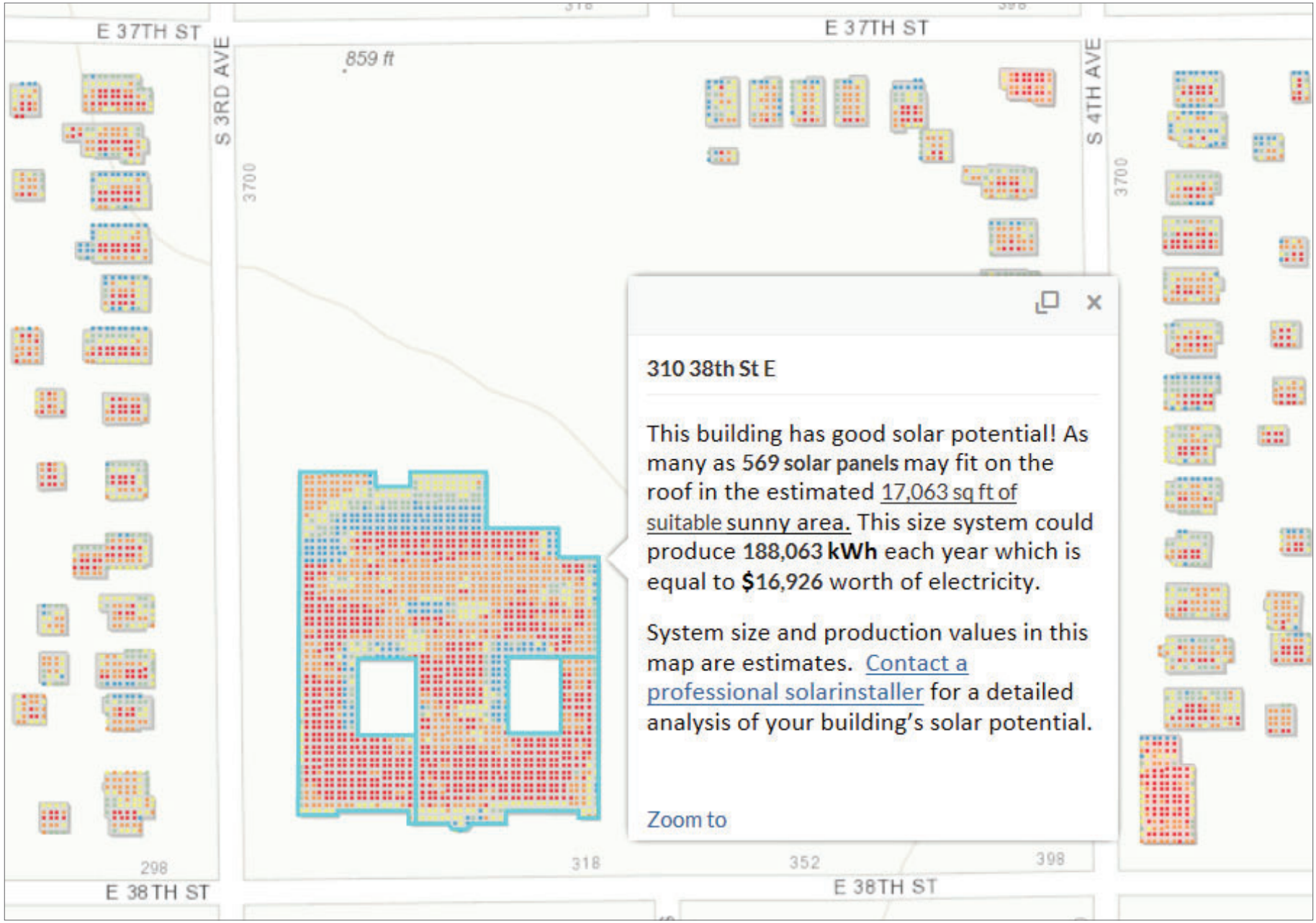
Blatchford, L., and Young, N. "Culture and Creativity Are Fundamental to Resilient Communities." Community Development Innovation Review, 13 Nov. 2019, doi:10.24148/cdir.

Elpus, K. (n.d.). Arts Education and Positive Youth Development: Cognitive, Behavioral, and Social Outcomes of Adolescents who Study the Arts. University of Maryland.

Liu, Jeremy and Lorrie Chang. "Outcomes in Communities of Arts and Cultural Strategies: The Role of Organizing and Engagement." Community Development Innovation Review, 13 Nov. 2019, doi:10.24148/cdir.

Sabathani Community Center Solar Suitability

http://www2.minneapolismn.gov/sustainability/buildings-energy/solar



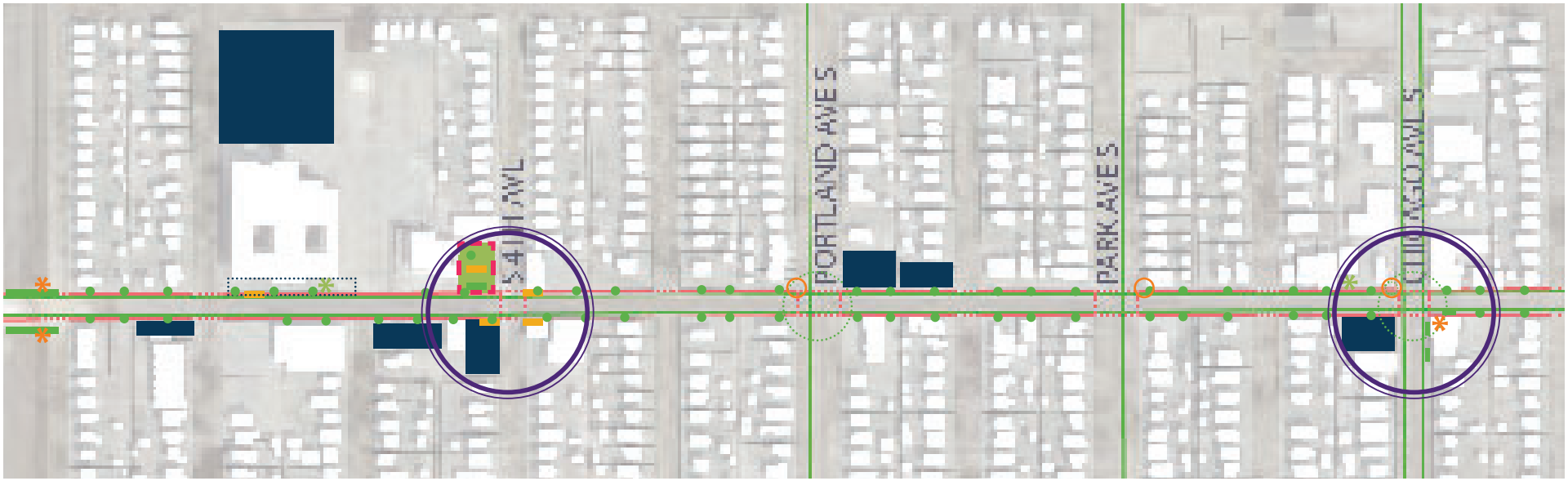
THIRTY-EIGHTH STREET CORRIDOR DESIGN



On October 17, 2019, community members participated in the 38th Street Thrive! Community Design Workshop. This was the initial effort to have the community describe the vision for an improved the streetscape and infrastructure along 38th Street.

Thirty-Eighth Street will be a neighborhood reconnected across 35W highway. We believe it is critical for the Thirty-Eighth street to feel a sense of continuity and equal investment on both east and west of the bridge. Both sides should be equally vibrant, pedestrian and bike friendly, and reflective of the rich heritage of the neighborhood.





KEY ELEMENTS

PEOPLE-FOCUSED
- Wider Sidewalks
- Benches
- Protected Bikeway
- Bike Racks
- Enhanced Bus Shelters
- Sabathani Entry/ Plaza
- New or Potential Buildings/ Businesses Opportunities

GREENERY
- Trees
- Planter Boxes
- Rain Gardens

PLACEMAKING
- Public Art/ Gateway Marker
- Artistic Crosswalk
- Pocket Park
- Seek Neighborhood Artists

OTHER DESIGN ELEMENTS
- Trash & Recycling Bins
- Decorative Lighting
- Tree Box Filter
- Pedestrian Signal
- Wayfinding / Signage

Note: all graphics & design directives predates George Floyd Square. Upcoming design workshops will need to be conducted among the community to determine the future streetscape of 38th Street.

Note: all graphics & design directives predates George Floyd Square. Upcoming design workshops will need to be conducted among the community to determine the future streetscape of 38th Street.

THIRTY-EIGHTH & FOURTH

Increased Gathering Space

1. Lawn between the fire station and the Minnesota Spokesman-Recorder transformed into welcoming small park with seating and access

2. Privately public plaza in front of new Kente Circle building

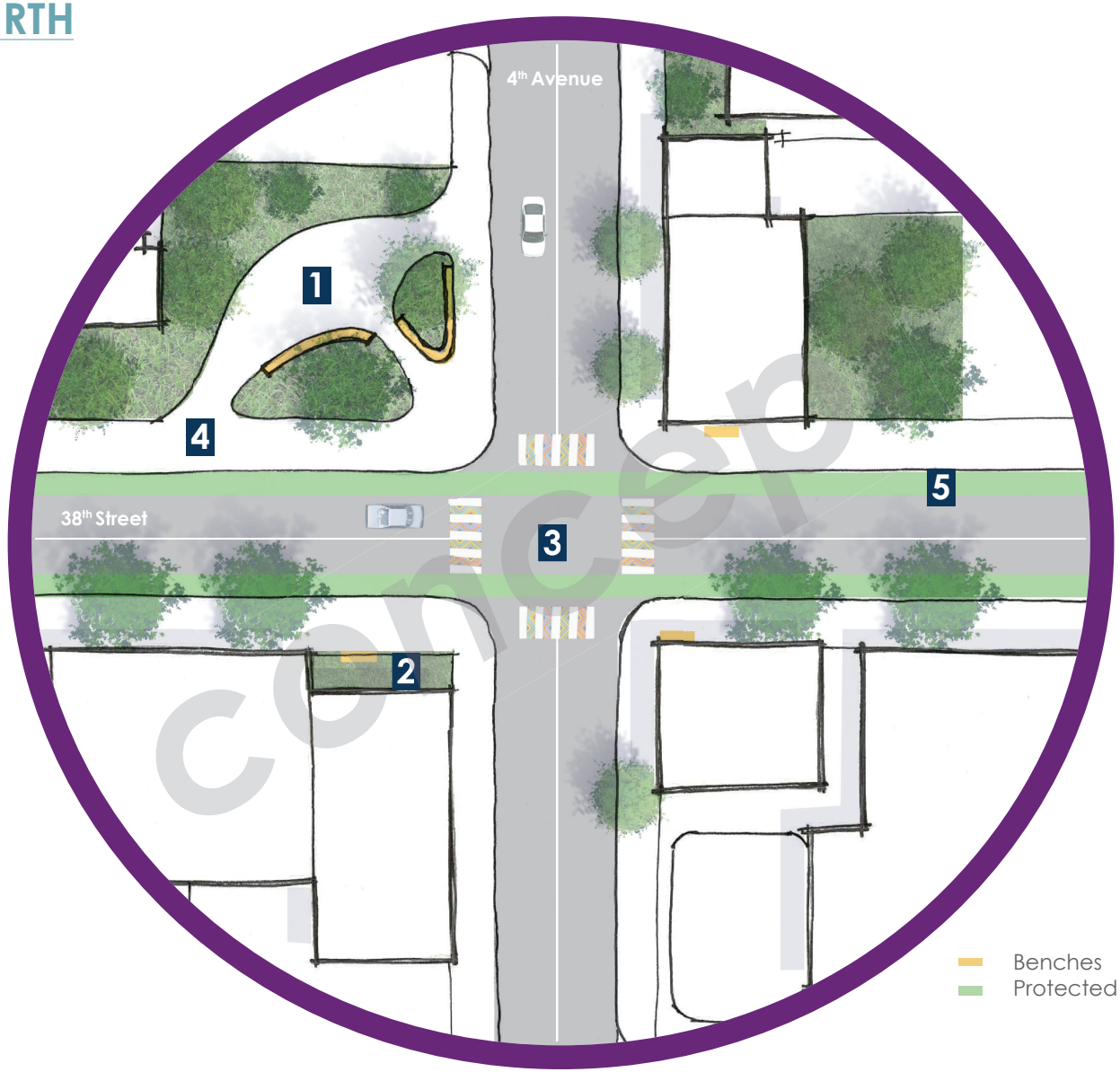
Pedestrian Safety

3. High visibility crosswalks bring driver attention to pedestrian zones

4. Street trees and transformer moved from the middle of the sidewalk

Biker Safety

5. New east-west bike lanes on 38th Street



Concep

Note: all graphics & design directives predates George Floyd Square. Upcoming design workshops will need to be conducted among the community to determine the future streetscape of 38th Street.

THIRTY-EIGHTH & CHICAGO

Increased Gathering Space

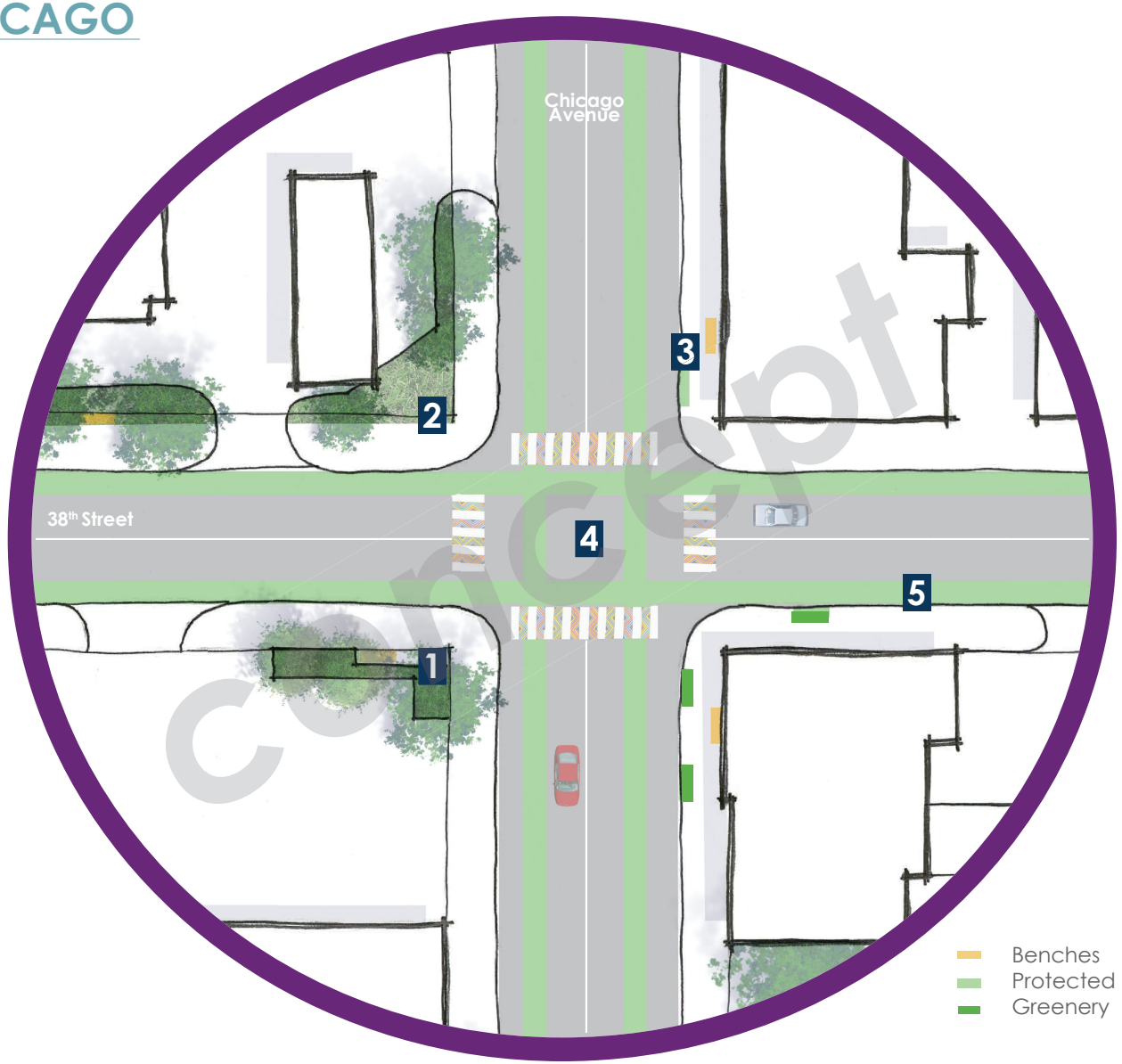
1. Add greenery at the Worldwide Outreach For Christ Church' parking lot, including additional trees
2. Rock bed transformed to plantings at the Speedway gas station
3. Stormwater management features, that support native vegetation and reintroduction of habitat for pollinators at the businesses on east side of Chicago Avenue

Pedestrian Safety

4. High visibility crosswalks bring driver attention to pedestrian zones

Biker Safety

5. New east-west bike lanes on 38th connects with existing north-south bike lanes on Chicago Avenue



concept

Fiscal Resources Table

	Program	Agency	Use of Proceeds	Size	Terms
Business Loans	2% Loan	City of Minneapolis	Small business loans for building improvements, equipment	City financing at 2% up to$75,000, must have a companion lender loan amount of equal or greater value.	2% interest, up to10 years
	Alternative Financing	City of Minneapolis	Small business financing for building improvements or equipment, Islamic-law compliant structure	Up to $100,000 (City financing at 2% rate of return up to $75,000, must have companion financing amount of equal or greater value)	Up to 10 years
	Business Development Fund	City of Minneapolis	Small business loans for building improvements, equipment	Up to $75,000	Prime, up to 10 years, credits for local hiring up to $37,500
	Homegrown Business Development Center	City of Minneapolis	Loans for costs associated with the processing, manufacturing, distribution and marketing of local food products	Up to $10,000	2% interest, up to 5 years
	Site selection and systems navigation	City of Minneapolis	Assistance in finding a Minneapolis location and navigating licensing and other regulatory requirements		
Business Assistance	Great Streets Business District Support Grants	City of Minneapolis	Neighborhood business district revitalization projects and programs including business recruitment and district-wide marketing	Grants of up to $50,000 to business associations and other community development nonprofits	1 year contract, through RFP

	Program	Agency	Use of Proceeds	Size	Terms
Business Assistance	Great Streets Façade Matching Grants	City of Minneapolis	Façade improvements including windows, doors, signage, awnings, lighting, murals	Facade matching grants up to $5,000 to businesses	Available to commercial properties located within and eligible business district
	Business Technical Assistance Program (B-TAP)	City of Minneapolis	Contracts with local non-profit organizations to provide direct business consulting services to new and existing businesses located in Minneapolis	Contracts with non-profits from $5,000 to $125,000	Eligible businesses receive business consulting services ranging from 10 to 50+ hours.
Commercial / Industrial Real Estate Development Financing	Commercial Property Development Fund	City of Minneapolis	Forgivable debt capital for commercial real estate development and acquisition with a focus on economically challenged areas	$400,000-$800,000 gap financing	Deferred payments for 40 years
	Great Streets Gap Financing	City of Minneapolis	Commercial real estate development loans for catalytic neighborhood commercial projects	$100,000 - $500,000 gap financing	Negotiable
	Property Assessment Clean Energy (PACE) Financing	City of Minneapolis/ St Paul Port Authority	Financing for renewable energy and energy efficiency projects on commercial buildings	Financing for the cost of the project	Property tax assessment for up to 20 years
	Tax Increment Finance	City of Minneapolis	Significant commercial/industrial development	$300,000 and up, depending on revenue generated	Up to 25 years (15 more common)
	Bank Qualified Bank Direct (BQ) Tax Exempt Bonds	City of Minneapolis	Real estate development for non-profit user	$500,000 - $10 million	10-30 years
	DEED Redevelopment Grants	City of Minneapolis	Grants supporting real estate redevelopment	$50,000 - $900,000+	grant, multi-year
	Revenue Bonds (taxable and tax exempt)	City of Minneapolis	Commercial/industrial real estate development, equipment	$1 - $100 million	10-30 years

	Program	Agency	Use of Proceeds	Size	Terms
Commercial / Industrial Real Estate	Hennepin County Transit Oriented Development Grants	Hennepin County	Grants to real estate development projects on transit lines that will enhance transit usage	$50,000 - $1 million	
	Livable Communities Demonstration Account Grants	Metropolitan Council	Grants for land assembly and public infrastructure for development projects that maximize benefits of regional infrastructure	$100,000 - $800,000	Grants
Workforce Development	Qualified Staff	City of Minneapolis	Through career fairs and free posting services, the City can help businesses identify qualified staff		
	Customized Training	City of Minneapolis	City partners, including MCTC and Dunwoody, are available to develop customized training programs for Minneapolis employers. Also, Minneapolis occasionally secures grants to support training in key growth fields		
	Federal Environmental Workforce Development and Job Training Grants	U.S. Environmental Protection Agency	This grant is administered through the EPA and provides funds to organizations that recruit, train and place local unemployed and under-employed residents with the skills needed to secure full-time employment in the environmental field, with a focus on solid and hazardous waste remediation, environmental health and safety, and wastewater-related training.	Up to $200,000	
	Step Up Youth Interns	City of Minneapolis	STEP UP is a summer internship program that links Minneapolis businesses with young people trained for work readiness and overseen by program advisors		
Housing Development & Affordable Housing	9% Low Income Housing Tax Credits	City of Minneapolis	$1.2 million/year via sub-allocator formula based on population. Available on an annual competitive basis to provide private equity financing for affordable and mixed income rental projects, both new construction and preservation.	LIHTCs typically provide a 70% subsidy for projects	5 -10 years
	Affordable Housing Trust Fund	City of Minneapolis	$10 million per year via City budget. Available on an annual competitive basis (pipeline for any unallocated funds) to provide gap financing for affordable and mixed income rental projects, both new construction and preservation.	Low/no interest deferred loan. Up to $25,000 / affordable unit max subsidy.	5 -10 years

	Program	Agency	Use of Proceeds	Size	Terms
Housing Development & Affordable Housing	Housing Revenue Bonds / 4% Low Income Housing Tax Credits	City of Minneapolis	$50 million/year via entitlement issuer formula based on population. Available on a pipeline basis (project must meet threshold scoring) to provide private capital for financing affordable and mixed income rental projects (currently), both new construction and preservation.	HRBs are paired with an allocation of 4% Low Income Housing Tax Credits, which typically provide a 30% subsidy for projects.	5 -10 years
	Pass Through Grants	City of Minneapolis	These grant funds are associated with specific programs and range in utilization from environmental investigation and clean up to grants directly associated with new construction of affordable and mixed income housing.		5 -10 years
	Tax Increment Financing	City of Minneapolis	Provides for use of Tax Increment Financing to support affordable housing development.		10 or more years
	NOAH Preservation: 4D Program	City of Minneapolis	4d status offers a lower property tax classification to apartment owners who have at least 20 percent of their units at an affordable at 60 percent of area median income, as evidenced by a recorded declaration of land use restrictions.		5 -10 years
	Small and Medium Multifamily Program & NOAH Preservation Fund	City of Minneapolis	Strategies to assist with acquisition and preservation of Naturally Occurring Affordable Housing.		5 -10 years
	Affordable Housing Incentive Fund	Hennepin County	This loan program funds the development of affordable housing units for very low-income households. Financial assistance is provided to municipalities, other government and nonprofit agencies, private and nonprofit housing developers and other lenders in supporting the creation or preservation of long-term affordable housing countywide.	Up to $3.5 million	
Homeownership & Home Improvement	Minneapolis Homes Development Assistance	City of Minneapolis	The program is designed to create new construction housing opportunities on City-owned vacant lots, includes incentives for direct development by a homebuyer and creation of long term affordable housing. Prioritize proposals serve between 50-80% AMI (average is 60% AMI) to ensure long-term affordability.		0 - 5 years
	Minneapolis Homes: Build/Rehab	City of Minneapolis	The program is designed to redevelop vacant buildings and vacant lots suitable for 1-4 unit residential development. There is no affordability restrictions, however a majority of the homes sold are typically naturally affordable up to 80% AMI.		0 - 5 years

	Program	Agency	Use of Proceeds	Size	Terms
Homeownership & Home Improvement	Home Ownership Works	City of Minneapolis	The program supports the development of owner-occupied housing that is sold to homebuyers whose income is at or below 80% of the area median income (AMI).		0 - 5 years
	Homebuyer Assistance Program	City of Minneapolis	There are a variety of products - three products with different income level restrictions- designed to assist Minneapolis homebuyers with down payment and closing costs toward the purchase of their new home.		0 - 5 years
	HOME Improvement Programs	City of Minneapolis	There are four products with different income level restrictions, however this program mainly supports the rehabilitation of owneroccupied housing that is owned by homeowners whose income is at or below 80% of the area median income (AMI).		0 - 5 years
	Accessibility Ramp Installation Grant	Hennepin County	Hennepin County offers grants up to $10,000 for home accessibility ramps or steps that enable persons with a disability or mobility challenges to continue leading independent lives in their home.		Owner occupied housing Income: below 115% AMI ($108,500) Must be Hennepin or Ramsey County resident
	Funding Assistance for Lead Paint Hazards	Hennepin County	Keep your home healthy and safe from lead paint. Homeowners and landlords may be eligible for a free home test and as much as $10,000 in lead reduction costs, such as new windows. Households may also be eligible for additional Healthy Homes funding for general home health hazards, like radon, moisture or mold, and pests.		
	Environmental Response Fund (ERF)	Hennepin County	Fund the assessment and cleanup of contaminated sites where conditions present a threat to human health or the environment, but where lack funding and added environmental costs hinder site improvements or redevelopment. Priority is placed on locations that are intended as public or green spaces, establish affordable and moderately priced housing, and promote economic development.		
	Brownfield Gap Financing Program	Minnesota Brownfields	Brownfield Gap Financing Program provides small grants to nonprofit developers to close gaps in project costs for environmental assessment and cleanup of property in Hennepin County.	Less than $10,000, but may be up to $15,000	

	Program	Agency	Use of Proceeds	Size	Terms
Environmental & Brownfield Resources	Federal Brownfields Cleanup	U.S. Environmental Protection Agency	This grant program is administered through the EPA for the cleanup of specific brownfield sites. Funds may be used to address sites contaminated by petroleum and/or hazardous substances, pollutants, or contaminants (including hazardous substances comingled with petroleum).	Up to $200,000	Requires a 20% recipient match of money or in-kind expenses (may be waived in case of hardship)
	Drycleaner Fund: Environmental Response and Reimbursement Account	Minnesota Pollution Control Agency	Administered by the MCPA, this account funds the cleanup of soil, groundwater and soil vapor contamination at drycleaning sites.	The owner responsible for the first $10,000 of costs. Costs determined to be reasonable by MPCA staff and amounts over the deductible of $10,000.	
	Petroleum Tank Release Cleanup Fund	Minnesota Department of Commerce: Petrofund Program	The Petrofund provides partial reimbursement to eligible applicants for corrective action costs associated with releases from underground and above-ground petroleum storage tanks. The Petrofund also removes abandoned underground petroleum storage tanks. Eligible applicants include owners and operators of underground or above-ground petroleum storage tanks that have had a release, as well as owners of properties contaminated by leaking petroleum storage tanks that were removed prior to their purchase of the property.	Up to 90% of eligible costs, with a maximum of $1 million per release and $2 million per tank facility	
	Contamination Tax	Minnesota Department of Revenue	This tax tool from the Minnesota Department of Revenue provides for a reduction in property tax on contaminated property to as low as 12.5 percent of contamination value. In order to qualify, a property owner must have prepared and begun implementing an MPCA or MDA approved RAP.		
	Brownfield Grants	City of Minneapolis	Grants to investigate and clean up environmental contamination as part of a real estate development project.	$15,000 - $900,000+	Grant, multi-year reporting on development, tax base and job growth outcomes

	Program	Agency	Use of Proceeds	Size	Terms
Environmental & Brownfield Resources	Tax Increment Financing (TIF)	Hennepin County	For brownfield sites, TIF uses property taxes generated by the increase in value created by cleanup and redevelopment to pay down the cost of cleanup or prepare and implement response plans. In Minnesota, all of the property tax on a formerly contaminated site, not just its increased value, can be used.		
	Federal Targeted Brownfields Assessment	U.S. Environmental Protection Agency	Targeted Brownfields Assessments (TBA) are conducted by the EPA at no cost to the applicant. The TBA evaluates the risk posed by the site and can identify strategies that promote brownfields revitalization and benefits to the community.		
	Technical Assistance to Brownfields Communities (TAB)	Minnesota Brownfields	KSU is charged with providing free planning, environmental, and economic development expertise to local governments and tribes who are redeveloping brownfields. The assistance is tailored to the specific needs of the community and may include site re-use visioning, feasibility assessments and strategic planning to achieve re-use goals, and reviews of environmental assessments, technical documents, or grant applications.		
	MN Targeted Brownfields Assistance Program	Minnesota Pollution Control Agency	The MPCA Targeted Brownfield Assistance Program (MNTBAP) hires MPCA-approved contractors to perform historical investigations (Phase I), environmental sampling (Phase II), and evaluation and development of cleanup options and RAPs for brownfield sites within Minnesota, at no cost to the participating community. Community support for proposed projects should be demonstrated.		
	Brownfields Cleanup Revolving Loan Fund	Hennepin County	Public entities, private for-profit and non-profit organizations located in Hennepin County are eligible for low-interest loans to assist in hazardous waste cleanup.	Up to $1,000,000	
	Minnesota Cleanup Revolving Loan Fund	State of Minnesota DEED	This program provides low interest loans to public entities, private for-profit organizations and private non-profit organizations. Loan funds help pay for cleanup costs necessary to implement the RAP.	Up to 78% of project costs (may match Cleanup Grant)	Environmental cleanup Cleanup-related site sampling and monitoring
	Small Business Environmental Improvement Loan	Minnesota Pollution Control Agency	The program provides low-interest loans to small businesses to finance environmental projects such as capital equipment upgrades that meet or exceed environmental regulations, and costs associated with the investigation and cleanup of contaminated sites.	$1,000 to $50,000	

	Program	Agency	Use of Proceeds	Size	Terms
Environmental & Brownfield Resources	Petroleum Brownfields Programs	Minnesota Pollution Control Agency	The MPCA Brownfields Program provides assistance to cities, counties and individuals buying, selling and developing properties contaminated by petroleum. While the MPCA does not provide any funding for these activities, the Brownfields Program does offer several services and products that provide liability assurance and peace of mind, and are often required by grant agencies and lenders.	This is a fee-for-service program, charged for MPCA staff time and related costs	
	Voluntary Investigation and Cleanup (VIC) Program	Minnesota Pollution Control Agency	This fee-for-service program provides technical assistance and administrative or legal assurances for individuals, businesses or developers seeking to investigate and/ or cleanup properties contaminated with hazardous substances, pollutants or contaminants.		
Arts & Cultural Hertiage	Arts Activities Support	Metropolitan Regional Arts Council	Project support for arts activities in all disciplines.	Up to $10,000	
	Capital	Metropolitan Regional Arts Council	Organizational support to purchase equipment and related supplies and services or to make capital improvements.	Up to $10,000	
	Community Arts	Metropolitan Regional Arts Council	Project support targeting first-time applicants, volunteer and community-based efforts	Up to $5,000	
	Management Consulting	Metropolitan Regional Arts Council	Consulting support focused and targeted management projects	Up to $1,750	
	Minnesota Historical and Cultural Heritage Grants	Minnesota Historical Society	Competitive grant program that funds projects in the state of Minnesota focused on preserving and enhancing Minnesota's history and cultural heritage.	Up to $10,000	
	Art Access	Minnesota State Arts Board	Project grants to help arts organizations identify underserved groups or communities, identify the barriers that keep them from engaging in the arts, and develop and implement strategies to reduce or eliminate the barriers.	$5,000 - $100,000	The applicant may request up to 90% of the project costs; a 10% match is required.
	Art Tour Minnesota	Minnesota State Arts Board	Project grants to support touring performances, exhibitions, and other related arts activities throughout the state.	$10,000 - $150,000	Request up to 90% of the project costs; a 10% match is required.

	Program	Agency	Use of Proceeds	Size	Terms
Arts & Cultural Heritage	Cultural Community Partnerships	Minnesota State Arts Board	Project grants, to enhance the careers of individual artists of color. Artists, at any stage in their career, can apply for a grant to help support a collaborative project.	$1,000 - $8,000	
	Folk and Traditional Arts	Minnesota State Arts Board	Project grants to support the artistic traditions and customs practiced within community and/or cultural groups by identifying, documenting, preserving, presenting, and honoring Minnesota's folk arts and traditions.	$5,000 - $50,000	The applicant may request up to 90% of the project costs; a 10% match is required.
	Minnesota Festival Support	Minnesota State Arts Board	Project grants to engage Minnesotans in festivals that celebrate the arts, build community, and expose communities to diverse art forms including folk and traditional arts.	$5,000 - $50,000	The applicant may request up to 90% of the project costs; a 10% match is required.
	Partners in Arts Participation	Minnesota State Arts Board	Project grants to human service organizations to enable people of all abilities, economic backgrounds, cultural heritages, and geographic areas to participate in the arts.	$5,000 - $25,000	
Other Sources	Community Building and Engagement (CB&E)	NeighborWorks America	We offer special support to NeighborWorks organizations that are engaged in resident leadership development, community building, and support for resident-led groups and activities.		
	Community Leadership Institute (CLI)	NeighborWorks America	The Community Leadership Institute (CLI) is an invitation-only, three-day training event that aims to strengthen the voices and skills of community, resident and volunteer leaders. It helps to sharing best practices and solutions to challenges in low- and moderate-income communities.		
	HUD Capacity Building (Section 4) Grants	Enterprise Community Partners	One of Enterprise's primary sources of grant funding is the HUD Capacity Building for Community Development and Affordable Housing Program, commonly referred to as Section 4. Since Congressional authorization in 1993, the program has helped low-income families and neighborhoods.		
	HUD Capacity Building (Section 4) Grants	Local Initiatives Support Corporation (LISC)	Capacity Building for Community Development and Affordable Housing Program, commonly referred to as Section 4. Since Congressional authorization in 1993, the program has helped low-income families and neighborhoods.	Funds are used to build capacity in community development organizations	

	Program	Agency	Use of Proceeds	Size	Terms
Other Sources	Community Building Grants	The Ford Family Foundation	These grants support efforts to increase connections, build capacity and take community-led action. Support will look different based on your community's needs.		
	Community Innovation Grants	Bush Foundation	Community Innovation grants may be awarded to 501(c)(3) public charities or government entities (including schools) The project use inclusive, collaborative and resourceful processes to pursue an innovative solution to a community challenge.	$10,000 to $200,000	
	Community Innovation Grants	Headwaters Foundation	Community Innovation grants may be awarded to 501(c)(3) public charities or government entities (including schools) The project use inclusive, collaborative and resourceful processes to pursue an innovative solution to a community challenge.	$500 to $10,000	
	AmeriCorps State and National Grants	National Service	Funding priority around economic opportunity, education, healthy futures and reduce drug abuse.		
	OUR TOWN: Knowledge Building Projects	National Endowment for the Arts	Through project-based funding in this area of Our Town, we support projects that build and disseminate knowledge about how to leverage arts, culture, and design as mechanisms for strengthening communities. Ultimately, these projects are intended to introduce creative placemaking knowledge and strategies to national or regional professional networks with work that impacts local communities across a variety of sectors (such as arts and culture, agriculture and food, economic development, education and youth, environment and energy, health, housing, public safety, transportation, and workforce development).	Up to $100,000	

Action Steps Metrics

1.1 - Cultural District Designation
The "Thirty-Eighth Street Cultural District" will be city designation cultural district in 2020.

1.2 - Commemorate Streets
- Identify all streets in the district eligible for a name change
- Of the eligible streets have 50% commemorated to honor our community leaders

1.3 - Celebrate Our Arts & Culture
- 200 attendee projection for 1st year events
- Create budget guidance with a project schedule
- 40% of the artists representing the community
- Track the cultural diversity of attendees

1.4 - MAAHMG
- Funding to permanently locate on 38th Street
- Continue to be a destination as a historical asset
- Be open for local residents and accessible by public transit

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2.1 - Equitable Development
- Adaptation of city staff time, systems, funding and software to track equity goals in development and construction projects in the city.
- 50% of BIPOC owned companies receiving development or construction contracts
- If CBAs are used, 85% of development projects are complying with stipulations

2.2 - Black Heritage Land Trust
- The establishment of the Black Heritage Land Trust
- 2.5% growth each year of a total of 30% after ten years
- To set milestones in the evolution of this Land Trust: a management structure, incorporated into home organization, raise a set amount of funding etc.
- Set baseline for # businesses and # residences owned by African Americans: # business properties purchased & # transferred to African American owners and the # residential properties purchased & # transferred to African American owners

2.3 - Clarissa Walker's Homebuyers Club
- 2.5% growth each year of a total of 30% after ten years
- Maintain an on-going attendance of 20 households pre session
- Determine the # households that participate in at least 5 sessions
- Goal for at least 20% of these participants to purchase a home in Ward 8 and at least 50% to remain in that home for 2 or more years

2.4 - "Rooted" Housing Programs
- 5% reduction in cost-burden households both renters and homeowners
- Increase the number of deep-affordable housing units, result metrics to be determined by the community
- Set baseline of rental properties and long term (15 year) occupancy homeowners
- Set baseline for # of properties registered for Minneapolis 4d Affordable Housing Incentive Program
- Set baseline for # rental units where occupant is paying more 30% of annual income for rent.
- Set goal for reducing the percent of renters paying above 30% for rent
- Draft Legacy Owner Occupant Tax Relief Program
- Get the County Commissioner to support and approve this program
- Track numbers of Legacy Owners who use this relief and who stay in their homes or transfer to a family member

2.5 - Tenant Protections Policies
- Implementation of 3 of the 7 or 50% of the policies
- Advocacy for future policies through tenant education
- Tenant education about these policies and their rights: set baseline for outreach to # renters, # workshops, # attendees and % renters who used these policies and remained in the community

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3.1 - Business Development & Technical Assistance
- Set Baseline for 30% of small businesses owned by BIPOC and those in business for at least 5 years.
- Identify which BIPOC businesses are not being served by the city's business technical assistance programs (B-TAP)
- Set goals for # businesses that receive TA

3.2 - Community Ownership
- Determine in which community ownership models can be produced and create, fully fund 2 of 7 community ownership models.
- Measure development of a community ownership structure using the 7 steps as a guide
- Track projects managed by the community – e.g. Black Heritage Land Trust, Southside Investment Cooperative, CBA's, etc. *(see page 28)*

3.3 - Minority Small Business Relief Program
- Set baseline for 30% of small businesses owned by BIPOC.
- Increase of businesses owning the property in which their business by 2%
- Create an online business health assessment tool
- Improvements in building business capacity
- Establish the Relief Program including, but not limited to tax relief and small loans at reduced or no rate or forgivable
- Connect the program to the community ownership structure and B-TAP

3.4 - 38th Street Business Association
- Determine if there is support for an Association – signatures of support from 50 businesses in the district
- Convene at least two informational meetings
- Send informational materials and survey potential members
- Draw conclusion about what, if anything is needed

3.5 - Events, Marketing & Branding Strategy
Organize a steering committee from the community to create a marketing and branding strategy. The following are the project steps:

- *Organize a steering committee from the community*
- *Draft mission and goals*
- *Review these with the community*
- *Create a brand, logo*
- *Review with community*
- *Create website, banners*
- *Draft marketing and branding workplan including signature events*
- *Develop budget*
- *Use workplan to evaluate*

4.1 - Improvements at Sabathani Community Center
Mark progress by considering the completion of Sabathani's improvement to the following items:

- *Improvements to the auditorium*
- *Upgrades to the heating & cooling system*
- *Replace old rooftop*
- *Add screens to all windows*
- *Purchase emergency generators*
- *Conduct upgrades and repairs to gymnasium and banquet center*
- *Update the Wi-Fi system*
- *Tree mitigation in the interior atrium*
- *Investigate potential for solar panels on the roof for the Solar Farm Cooperative*
- *Exterior improvements to enhance the front entrance*

4.2 - Create a Resilience Hub
- Establish the Solar Energy Cooperative
- Adopt a community-wide emergency management plan
- Create a mobility hub

4.3 - Build Educational Partnerships
Survey of educational programs by category. (# of participants in each, # graduates and # that went on to jobs, secondary or post education)

4.4 - Health Impact Assessments
Adaptation of city staff time, systems, funding and software to track equity health impact goals in development and construction projects in the city.

5.1 - Cultural District Capital Fund
- Identify potential sources
- Create a capital fundraising plan
- Use the plan to measure progress
- Set goals as a balance or % of each kind of source – e.g. public, private philanthropy, corporate, private bank, financial coop, etc.
- Total amount raised, used and amount to each recipient

5.2 - Build Financial Partnerships
- An outcome of the 5.1 Cultural District Capital Fund Metrics - set a baseline of funding mix after first year
- Creation of a community endowment
- Determine the amount of funds generated through dues and fees, revolving loans, low interest revenue, donations etc.

5.3 - Public Infrastructure Improvements
The creation of design, community approval, financing raised and project completion for each project.

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