CURA
REPORTER

Bridging Two Worlds: Neighborhood Planning for Community Revitalization

by Kris S. Nelson

Since 1993, Neighborhood Planning for Community Revitalization (NPCR) has been assisting neighborhood organizations in Minneapolis. And since 1996 the program has expanded to include community development corporations and the district councils in St. Paul as well. The idea behind NPCR is refreshingly simple—provide sorely needed research assistance to community-based organizations through the abundant academic resources available in the Twin Cities. This issue of the *CURA Reporter* is devoted entirely to presenting some of the exciting work that we at NPCR, one of CURA's newer programs, have been doing over the past five years.

Revitalizing the Community

Neighborhood organizations play an important role in urban revitalization. They give voice to community needs and they advocate for local residents and businesses. They ask to be included when broad public policies and programs are created that mold the entire metropolitan area. They bring new investments into neighborhoods to improve what has been neglected or abused in the past. Neighborhood organizations make it easier to include citizens in planning and implementing projects that will improve their own community. Without these organizations the needs of urban neighborhoods might easily be dismissed as economically insignificant or way too expensive.

The Twin Cities have a tradition of neighborhood-based revitalization. Both Minneapolis and St. Paul have

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long provided at least some financial support for neighborhood organizations. In turn, neighborhood organizations inform citizens about community development programs and review and help initiate revitalization projects. Community development corporations in both cities have been given an active role in redeveloping housing and providing economic development services.

HOME-BASED BUSINESSES

The Marcy Holmes Neighborhood Association in Minneapolis knew there were a number of home-based businesses in the area and wanted to find out how the community could help them to prosper. Through an NPCR grant, a student researcher, Sacha Peterson, was hired to survey twenty-five of the estimated 200 home-based businesses in the community. She identified a number of common needs: marketing, business advice, help with a business plan, tax advice, office and meeting space, and financing. As a result of the study, a home-based business association was created in 1996.

In Minneapolis, the Minneapolis Neighborhood Revitalization Program, launched in 1991, has given unprecedented significance and commitment to neighborhood organizations by placing neighborhood planning and priorities at the center of the city's revitalization efforts. It has commited twenty million dollars a year, over twenty years, to support neighborhood initiatives. In St. Paul, the city established seventeen district councils in the early 1970s to facilitate citizen participation in the development and review of city plans. Many of the district councils have used the support they receive from the city to expand their role, to organize block clubs, and to take up pressing community issues.

City-funded revitalization programs have typically relied on community development corporations to implement their housing and economic development projects. Funds are now channelled through the Twin Cities Local Initiative Support Corporation (LISC). In the late 1980s, LISC established a program in St. Paul. In 1997, LISC initated a program in Minneapolis.

In the 1990s, many government bodies are pushing programs to the community level as devolution and decentralization become the hallmarks of public policy. The new emphasis on community-based planning and programming places considerable stress on neighborhood organizations. They are forced to sort through a multitude of issues, establish priorities, and develop a sophisticated understanding of the issues they select and the implications of various alternative ways of responding to them. NPCR was created more than five years ago as a way of aiding the process of community revitalization in the Twin Cities.

Neighborhood Planning for Community Revitalization (NPCR)

In the fall of 1993, Neighborhood Planning for Community Revitalization was formed to provide research assistance tailored to neighborhood needs. Research is difficult to access for small organizations with limited and often over-extended staff. Yet research can be vital to successful planning and implementation when it comes to revitalizing a neighborhood. At the beginning of the 1990s, the sixty-five neighborhood organizations in Minneapolis were faced with the challenge of developing comprehensive action plans so that they could make use of the Minneapolis Neighborhood Revitalization Program. While some of the neighborhoods had long standing organizations with sophisticated leaders and staff, many were newly formed.

CURA recognized a need that it

NEIGHBORHOOD COMMERCIAL NODES

The Powderhorn Park Neighborhood Association in Minneapolis wanted to stabilize the neighborhood's economic base and help it grow. They hired student researcher Joel Spoonheim, through an NPCR grant, to inventory the current condition of four commercial intersections in the neighborhood. He also assessed the viability and future direction of the businesses in these nodes. The project concluded with a community workshop that presented the criteria and policies used for evaluating the viability of neighborhood commercial nodes. Several key community leaders were on the panel, including Rebecca Yanisch, Minneapolis Community Development Agency Director, and Paul Farmer, Minneapolis City Planning Director.

thought it could help bridge—connecting the research skills available in academia with the research work needed in the neighborhoods. Thanks to a five-year grant from the U.S. Department of Education, Urban Community Service Program, CURA was able to create Neighborhood Planning for Community Revitalization (NPCR).

NPCR provides neighborhood access to the resources of nine colleges and universities in the Twin Cities: Augsburg College, the College of St. Catherine, Concordia University, Hamline University, Macalester College, Metropolitan State University, Minneapolis Community and Technical College, the University of Minnesota, and the University of St. Thomas. This consortium of schools provides research assistance to Twin Cities neighborhoods by making their students and faculty available for neighborhood projects. The neighborhood initiates all research projects and continues to be in charge of the projects as they evolve.

NPCR is governed by a coordinating council, which includes representatives from the nine colleges and universities as well as representatives from the Higher Education Consortium for Urban Affairs (HECUA), the Minneapolis Neighborhood Revitalization Program (NRP), and Twin Cities LISC, as well as community representatives from both Minneapolis and St. Paul. Combining both community and educational representatives on the council has resulted in a learning process for both groups. It has also created links between them.

In 1996, NPCR expanded to include St Paul's district councils and community development corporations in both Minneapolis and St. Paul. The expansion to St. Paul is supported by grants from the St. Paul Foundation, the St. Paul Companies, and St. Paul LISC. The McKnight Foundation has provided major funding to expand NPCR's program and to support research focused on restorative justice, the impact of welfare reform on neighborhoods, and the use of geographic information systems by neighborhoods. The Minneapolis Foundation has provided funding for the initiation and development of the University-Neighborhood Network.

The NPCR Process

How does the actual process of connecting community and academia work? Research proposals are solicited three times a year. Neighborhood orga-

nizations prepare the requests, but NPCR provides assistance in developing clear and focused research projects and in identifying other research resources that may be useful. Projects that are approved are provided with funds to pay for a student to carry out the project. The projects are advertised at the participating schools. Students apply and the neighborhood organization chooses which student will work on the project.

The student spends 130 to 480 hours of research time under the direction of the neighborhood organization. The student is paired with a community and a faculty mentor. To date, these student research assistants have completed 125 neighborhood-initiated projects. A small sampling of the projects are featured as sidebars with this article. The projects respond to a variety of neighborhood needs, though the greatest number have dealt with housing and economic development (see Figure 1).

In addition to neighborhood-led student projects, NPCR solicits two faculty-directed research projects each year. These can be initiated by either a neighborhood or a faculty person, but faculty and at least one neighborhood organization must coordinate with each

other to create a project that will be funded. Faculty grants include up to two months faculty salary plus graduate research assistance equivalent to half-time for nine months.

Faculty projects tend to be more complex and to deal with overarching policy issues or issues that affect multiple neighborhoods. Neighborhood organizations are active participants in these projects as well. Eight faculty research projects have been completed to date. Research areas have ranged from school redesign to studying the effect of electric utility restructuring on low income households. See "Pay Now or Pay More Later," on page 12 , for an example of a faculty research project.

A number of special projects have evolved. One, the use of the Internet to connect neighborhoods, grew out of a research project initiated in 1993 by a group of Minneapolis neighborhood associations. The developing network has been so successful that NPCR continues to employ a graduate student to assist neighborhood organizations in getting connected to the Internet and in developing and maintaining Web sites. See "Neighborhood Organizations on the Internet," on page 16.

Another was a venture into the new area of restorative justice that began when a few neighborhoods in Minneapolis began asking what happens after you call 911? Their determination to reduce street crime combined with a

series of NPCR grants that led to the creation of the first neighborhood-based restorative justice program in the country that is designed to deal with urban crimes committed by adults. See "Pioneering Restorative Justice," on page 6. This type of sustained research on a particular issue with a coalition of neighborhoods or other community organizations is continuing in a number of other areas, including welfare reform and housing policies for abandoned and boarded properties.

Another recent NPCR initiative is the creation of the University-Neighborhood Network (UNN). UNN, which began in 1996, provides a clearinghouse where academic classes that include applied research projects can be matched with neighborhood projects that need student power. See "Linking Neighborhoods with Academic Classrooms," on page 21.

Results from NPCR

Since its inception, NPCR has assisted over seventy neighborhood and community organizations, sometimes working with more than one organization within a neighborhood (see Figure 2). By the end of 1997, some 165 applied research projects had been completed. Sixty-three neighborhood organizations have worked with more than 120 student research assistants. Eight faculty research projects have been completed. And twenty-two neighbor-
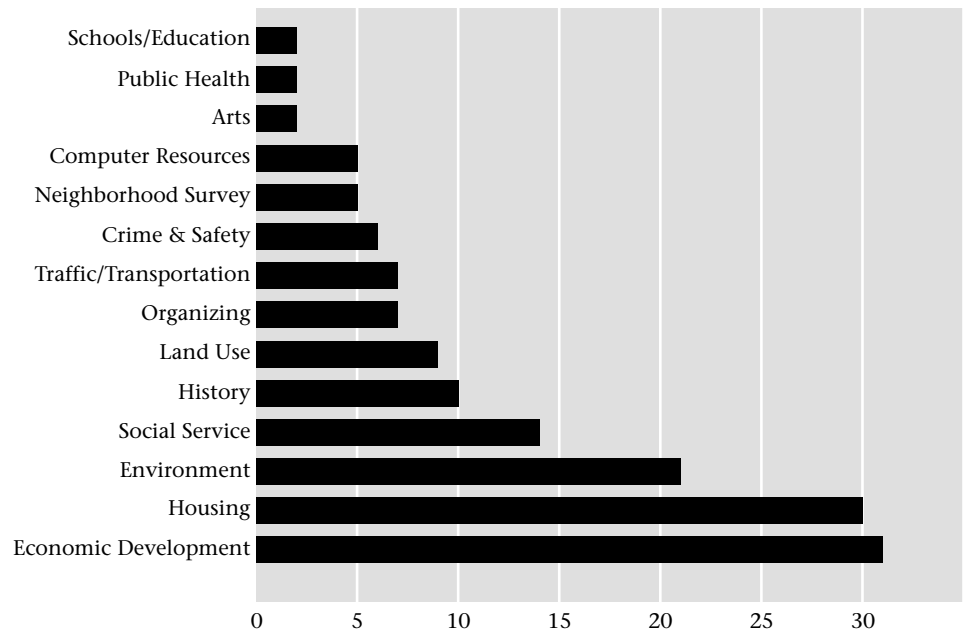

Figure 1. Issues Addressed by NPCR Research Projects, 1993-1997
146 different issues addressed in 125 different projects. Some projects addressed more than one issue.

hoods have participated in thirty-two classroom research projects through NPCR's University-Neighborhood Network.

Neighborhood organizations participating in the NPCR program have overwhelmingly testified to the value of the assistance they received. Some 97 percent of neighborhood organizations working with student researchers have found the information or research product to be "very useful" or "useful." A follow-up survey in the middle of NPCR's third year, asking about results of projects that had been completed in its first year, found that 85 percent of the organizations said the research had been useful, and 25 percent said that it had been a catalyst, spurring neighborhood activity on a particular issue.

Students have also found the neighborhood work to be a "great experience." One student said, "I absolutely loved it. I thought it was exactly what most students need to help them discover the practical relevance of their academics." Over 120 students have served as neighborhood researchers and another 93 have undertaken class projects with neighborhoods through UNN. Many students have used their NPCR experience for other academic credit, including internships and thesis papers. At least ten students have gone

on to leadership roles with neighborhood organizations or to become part of a neighborhood organization's staff.

Faculty, through their research projects, have been provided with new and challenging opportunities. They have developed a network of neighborhood contacts that provide sources for further research and that enrich their

development of applied research projects for students in class. Faculty have also turned their NPCR projects into books and articles published in professional and academic journals. A study of subsidized multi-family housing in Minneapolis became *There Goes the Neighborhood?* (CURA 1996). A study of the redevelopment of commercial corridors became *Handbook for Navigating Through the Commercial Corridor Process.* Articles have appeared in *Shelterforce* and *Cartography and Geographic Information Systems.*

NPCR has found that research done for one neighborhood can be valuable to other neighborhoods as well. Word has spread about NPCR research through workshops conducted by NPCR for neighborhood organizations and through the Internet. NPCR now has close to ninety research reports available

on its Web site. See "Neighborhood Studies On-Line," on page 26.

The Marcy Holmes Neighborhood Association's study of home-based businesses (see sidebar), for example, was duplicated in four other neighborhoods. The research led to the organization of home-based business associations in four of the five neighborhoods that had done this research. This work contributed to an organized voice for home-based businesses in the City of Minneapolis when zoning and regulatory changes were proposed that would affect them. As a result, the changes were modified to be more accommodating and supportive of home-based businesses.

Several neighborhoods designed housing improvement programs tailored to their particular needs. A revolving loan fund handbook *(Neighborhood Home Improvement Loan Fund Handbook)* was developed, drawing on the experience of helping one neighborhood create such a fund. The handbook, presented at a workshop attended by more than forty neighborhood leaders, has been widely used since then by neighborhood organizations in both Minneapolis and St. Paul.

Minneapolis

Shingle Creek
Lind-Bohanon
Humboldt Ind. Area
Camden Ind. Area
Victory
Camden
Columbia Park
Waite Park
Cleveland
Folwell
McKinley
North River Ind. Area
Marshall
Audubon Park
Jordan
Hawthorne
Bottineau
Holland
Windom Park
Willard-Hay
Sheridan
Logan Park
Northeast Park
Mid-City Industrial Area
Near North
St. Anthony West
St. Anthony East
Beltrami
Summer-Glenwood
North Loop
Nicollet Island-East Bank
Marcy Holmes
Como
Harrison
Downtown West
Bryn-Mawr
Downtown East
Univ. of Minnesota
Loring Park
Elliot Park
Cedar-Riverside-West Bank
Prospect Park-East River Road
Lowry Hill
Stevens Square-Loring Hts
Kenwood
East Isles
Whittier
Phillips
Seward
Cedar-Isles-Dean
Lowry Hill East
West Calhoun
Ecco
Carag
Lyndale
Central
Powderhorn Park
Corcoran
Longfellow
Cooper
Howe
Linden Hills
East Harriet
King Field
Bryant
Bancroft
Standish
Regina
Northrup
Ericsson
Hiawatha
Field
Fulton
Lynnhurst
Fuller
Keewaydin
Minnehaha
Page
Hale
Armatage
Kenny
Windom
Diamond Lake
Wenonah
Morris Park

St. Paul

Como
Payne-Phalen
Greater East Side
St. Anthony
North End
Hamline-Midway
Thomas-Dale
Dayton's Bluff
Lexington-Hamline
Summit-University
Downtown
Macalester - Groveland
Summit Hill
West Side
Battle Creek
West Seventh
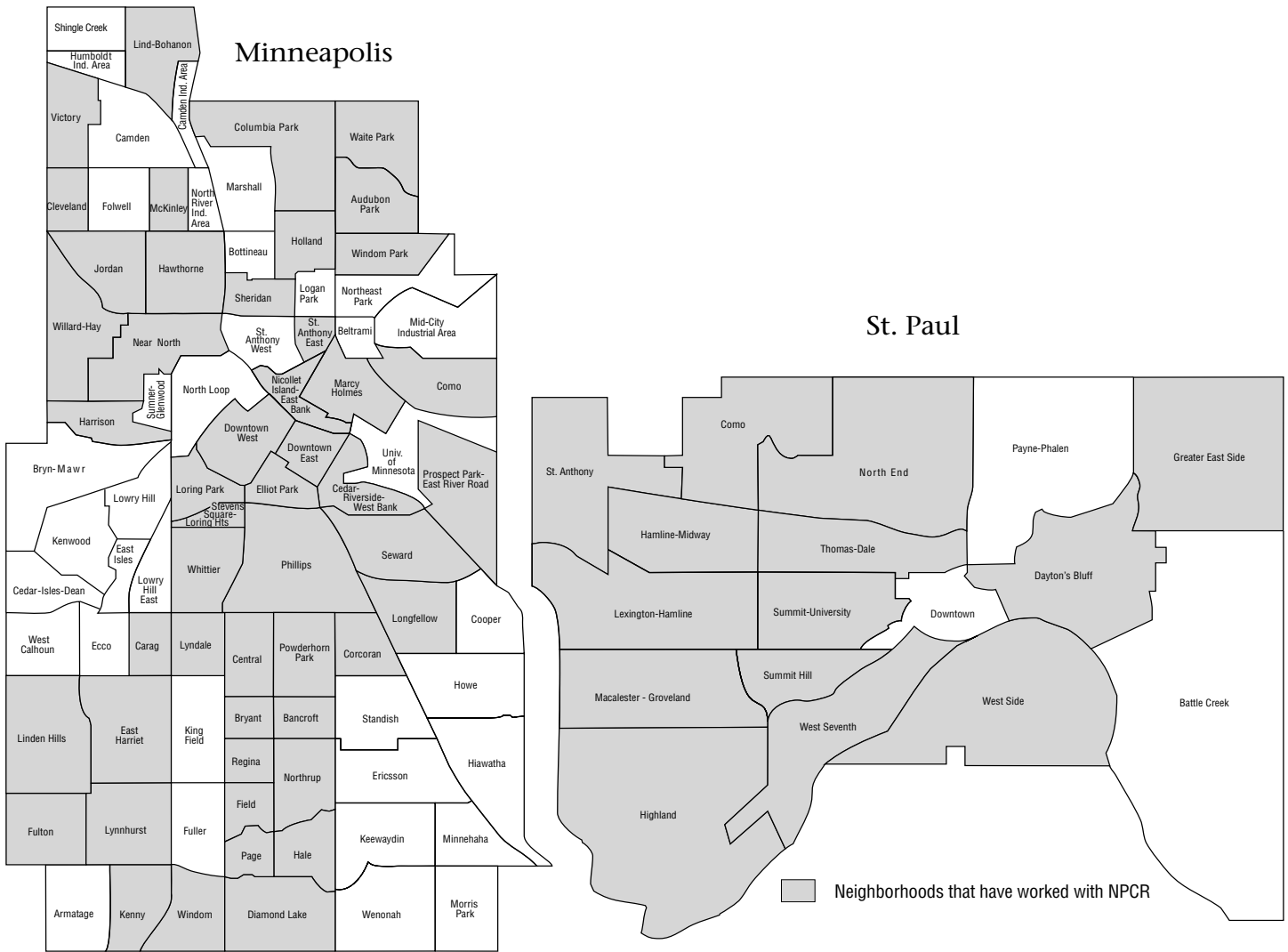Highland

Neighborhoods that have worked with NPCR

Figure 2. Minneapolis and St. Paul Neighborhoods that have Worked with Neighborhood Planning for Community Revitalization.

Community business needs have been another area studied by a number of neighborhoods. These projects uncovered common interests between residents and businesses. This led to shared planning, working to create new business development and new jobs in the neighborhood. In the Southeast Industrial Area of Minneapolis, for example, neighborhood organizations and business leaders joined together to develop a master plan for the area. This has led to a close working relationship and a foundation for providing local employment for community residents who are moving from welfare to work. In the Columbia Park Neighborhood of Minneapolis, information gathered as part of an environmental profile has been used to talk with local industrial firms about the environmental effect their companies have on the health of the community.

In the four and a half years since NPCR began, neighborhood organizations have learned a great deal about how to access information from outside resources and how to use it effectively. They have also learned about working together. They have learned not to be intimidated by academic researchers. Too often university-initiated projects have resulted in information extracted from the community for the benefit of the academy, but with little benefit to the community itself. By keeping the neighborhood in charge of the project, NPCR seeks to change this practice, so that both academy and community can benefit.

Another change that NPCR has observed is a changed attitude among community activists toward academic institutions. This was particularly evident at a conference sponsored by NPCR two years ago, "Research for Change," which was designed not only to reflect upon the success of the NPCR model for community-based research and the lessons learned from its endeavors, but also to discuss the dynamics of academic and neighborhood communities working together. The friendly tone of the conference was a hearty validation of the work NPCR is engaged in. The pages that follow in this issue of the *CURA Reporter* demonstrate in more detail some of the change that is resulting from NPCR's work.

■ **Kris Nelson is the program director of NPCR. Prior to working with NPCR he served as a consultant to community-based organizations. He was director of the Whittier Alliance, the Whittier Community Development Corporation, and founding director of Artspace. He holds a masters degree in public affairs from Indiana University.**

Pioneering Restorative Justice:
A New Response to Urban Crime

by Gena Gerard and Kris S. Nelson

A group of eleven people sit in a circle facing each other. In one chair is Ricardo, a twenty-four-year-old recently arrested in a sting operation for soliciting a prostitute near the intersection of Franklin and Clinton Avenues, close to downtown Minneapolis. Ricardo looks anxious and fidgets as he tells the group about getting caught by a decoy officer that night in July, just two months ago. To his left are his three nephews—Oscar, Pedro, and Miguel—whose eyes are on the floor as they listen. To his right sits the translator, a volunteer fluent in both Spanish and English. Also in the circle are a local resident, two people who work in the neighborhood, a crime prevention specialist who is familiar with the area's prostitution problem, and two trained facilitators. When Ricardo finishes his story, one of the facilitators asks him to explain who he thinks has been affected by his actions. "I don't know," he says.

The facilitators turn to those who are seated around them and ask each person to describe how Ricardo's actions have affected them. "This type of crime," the neighborhood resident begins, "is damaging to the community because it gives the neighborhood a reputation for prostitution." Karen, who works at a group home with a vulnerable adult population, says she is troubled by the fact that some of her residents are reluctant to go outdoors alone. Cassandra tells the group she was "shocked" when she learned that her younger female co-workers have all been solicited on the street, and that none of them feels really safe around their place of work. And Amy, whose job with the police department is "to make people safe" in the neighborhood, says she knows what it is like for female decoys to experience the degradation of posing as a prostitute, and that it must be much more damaging for women who are not pretending.

Ricardo's nephews take turns describing their reactions to the incident and expressing their concern about the situation. Discussion of the consequences of Ricardo's actions continues for several more minutes, and then Ricardo offers an apology. Looking around the circle at his supporters and the community members, he asks the group to help him work out an agreement for community service.

Ricardo knows he has a second chance with Community Conferencing, the new neighborhood restorative justice program. A few weeks earlier, when he chose this court diversion program rather than face prosecution, he learned that he could avoid having a conviction on his record by meeting with neighborhood folks and making amends to the community. Two hours after the meeting began, Ricardo and the rest of the conference participants have developed a formal agreement which includes the following: fifteen hours of service at the group home in the neighborhood; five hours of gardening with the neighborhood greening committee; a $50 donation to an organization which helps women escape prostitution, to be sent with a written apology; a $50 contribution to the volunteer facilitator training program; and five classes to work on his English comprehension.

In mid-December, the project coordinator notifies the court that Ricardo has successfully completed the Community Conferencing program. He is the first of ten adults arrested for misdemeanors in the downtown area who have participated in the neighborhood restorative justice program since its inception in September 1997. The Community Conferencing program is an initiative of Central City Neighborhoods Partnership, which includes Citizens for a Loring Park Community, Elliot Park Neighborhood Inc., Downtown Minneapolis Residents Association, and Stevens Square Community Organization. Community Conferencing is a grassroots effort aimed at addressing low-level crime in a way that makes offenders accountable to the victim and the community. Through face-to-face dialogue and an emphasis on healing, the project allows people who have been directly and indirectly affected by crime to have a voice in the justice process and contribute to the outcome of a given incident.

Beginnings

The Community Conferencing program in the inner city of Minneapolis is a demonstration project developed by the inner city communities themselves with the cooperation of the criminal justice system. It is drawing considerable attention because it is the first neighborhood-based restorative justice program in the country designed to deal with urban crimes committed by adult offenders. How did the program happen to be created in Minneapolis? NPCR can take much of the credit.

In November of 1994 the Central City Neighborhoods Partnership proposed a series of projects to NPCR. These neighborhoods in south Minneapolis were looking for information and ideas on how to make their neighborhoods more liveable, and in particular how to reduce the amount of street crime they were experiencing. They had been told to form block clubs and call 911 when problems arose. But the problems were persistent and they had noticed that the same people were back on the streets again and again. They had begun to wonder what actually happens after you call 911.

Three related research proposals were funded by NPCR and carried out by three students during the winter of 1995—a graduate student from the University of Minnesota, an undergraduate from Macalester College, and a graduate student from Hamline University. One analyzed the criminal justice system in Hennepin County, another looked at problems associated with rental property, and the third examined community-oriented policing and crime prevention. The study of the judicial system, particularly, helped to explain what was going on after neighbors called 911. In theory the process should have been close to what is diagrammed

A community conference with the offender and the victim sets the stage for the healing work that is at the core of the restorative justice process.

in Figure 1, but in actuality it followed the processes shown in Figure 2. The neighborhoods learned that the judicial system in Hennepin County was overloaded and that petty misdemeanors and low level felonies, the very street crimes that were upsetting to the neighborhoods, were, as a consequence, largely being ignored. The common practice was to write a citation and let the defendant go. At the most, for many repeated offenses, a thirty-day jail sentence might be imposed.

Following this initial round of research projects, the neighborhoods wanted to meet with key officials in the judicial system to continue pursuing how the system worked and how they might work with it to curb crime and make their neighborhoods more liveable. NPCR granted funding for a fourth research project. A series of five roundtable discussions occurred between April 1995 and February 1996. The graduate student hired for the project organized the meetings, prepared working papers sent to participants prior to each meeting, and summaries of the roundtables after they were over. The working papers outlined the neighborhoods' understanding of the functions and responsibilities of each agency, and also laid out a framework for the discussions, raising key questions of concern to the neighborhoods. Participation was limited to three or four representatives

from each neighborhood. They met with the 3rd, 4th, and 5th Precinct Commanders; with Police Chief Robert Olson; with Community Crime Prevention/SAFE officers; with Minneapolis City Attorney Surell Brady and Hennepin County Attorney Michael Freeman; and with Chief Judge Kevin Burke and Director of Community Corrections Jan Smaby.

The neighborhoods' representatives particularly asked about how the criminal justice system might work better in terms of the goals of community-oriented policing—how it might create safer and more livable communities by empowering citizens and using them to help prevent crime. During the roundtables they began to look at the idea of alternative sentencing and of having convicted offenders serve their sentence by working in the community, and, ideally, in the community where they had committed their crime. They reasoned that if alternative sentencing could provide an alternative destination for low-level offenders, something other than the crowded court system and jails, perhaps more of them would be processed, re-establishing a connection between criminal behavior and some form of punishment. And that if alternative sentencing could demonstrate to offenders that their offense was against the community rather than abstract principles of justice, they might be less

likely to repeat their offenses.

In March 1996 the Central City Neighborhoods Partnership came to NPCR with yet another research proposal. They wanted to examine alternative sentencing in more depth. NPCR's project director urged them to
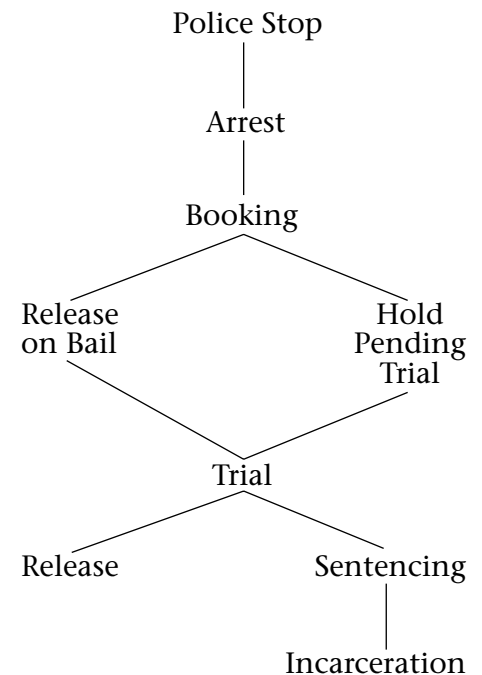
Police Stop
|
Arrest
|
Booking
/   \
Release   Hold
on Bail   Pending
                  Trial
\   /
Trial
/   \
Release   Sentencing
|
Incarceration

Figure 1. "Ideal" Criminal Justice Process

POLICE STOP

Non-Custodial Arrest   Custodial Arrest   Roust to Detox

Booking & Release   Booking & Hold

Charging Decision

Dismiss   Charge   Request Time for Further Investigation

ARRAIGNMENT / FIRST APPEARANCE

Dismiss   Plea Bargain: Pleads Guilty   Pleads Not Guilty   Judge Grants Continuance

Judge Accepts Plea Bargain   Judge Rejects Plea Bargain

Sentencing   Pre-Sentence Investigation   New Plea

Sentencing

PRE-TRIAL / PROBABLE CAUSE HEARING

Plea Bargain: Pleads Guilty   Pleads Not Guilty

Judge Accepts Plea   Judge Rejects Plea

New Plea Made

Sentencing

TRIAL

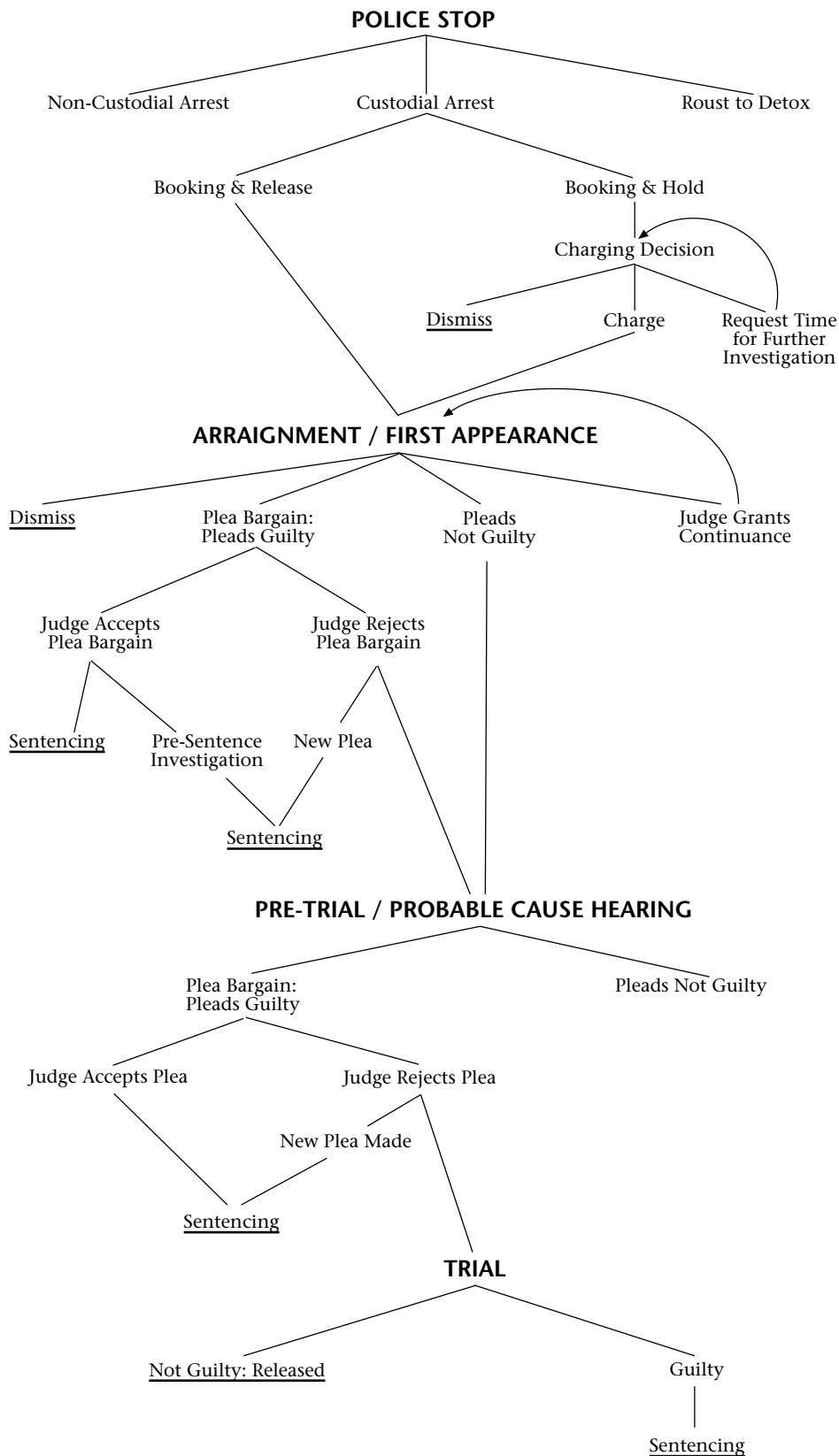Not Guilty: Released   Guilty

Sentencing

Figure 2. Actual Criminal Justice Process

look at restorative justice as part of that research. The fifth NPCR research project with these central city neighborhoods was approved as a study of restorative justice and how its principles might be applied in the urban core of Minneapolis. Mark Umbreit, head of the Center for Restorative Justice at the University of Minnesota, served as a faculty mentor and Kay Pranis, restorative justice planner for the Minnesota Department of Corrections, served as community mentor. The study was carried out in the summer of 1996 and a report of findings, which presented the concept of restorative justice and suggested Community Conferencing as a suitable model, was presented to the neighborhoods in September.

At this point a few of the neighborhood leaders convinced the rest to try it. A restorative justice program run by the neighborhoods could take offenders out of the already overcrowded criminal justice system, help them come to terms with the consequences of their actions, and, by building bridges between them and the community, perhaps discourage future offenses. It could build in an accountability to victims and the community that was lacking in the current system. Grants from the Minneapolis and McKnight Foundations enabled the Central City Neighborhoods Partnership (CCNP) to develop and implement the Community Conferencing program.

The city attorney's office was at first reluctant to cooperate with the neighborhood initiative, but eventually agreed to a one-year demonstration project. The student who researched restorative justice in the summer continued in a staff position with the partnership to help create the Community Conferencing program. An intern in community organizing was also hired to build community support for the program and recruit volunteers for the project. She worked in high-rises and smaller apartment buildings, creating links between residents and CCNP. Today a full-time organizer continues these outreach efforts.

What Is Restorative Justice?

The program that CCNP created represents a new paradigm in the criminal justice world. Restorative justice is based on the assumption that crime results in injuries to victims, communities, and offenders. Its goal is to mend the injuries, restoring both strength and health. To do this, all of the parties involved must be included in the response to a crime. Restorative justice is more concerned with "making things right" than with fixing blame or meting out punishment.

A redefinition of roles is required. The offender's role is no longer passive. Instead the offender is accountable to

the victim and has a responsibility to actively restore the wrongs that have been committed. The victim and the community serve critical functions. They hold the offender accountable for his or her actions, describe the harm that has been done, and identify ways of repairing the damage. Victims are given a central role in the justice process. Communities work pro-actively to confront their own crime problems, developing their collective capacity to prevent future crime and improve public safety.

Denunciation of the criminal act takes place in the presence of supportive friends and family. Afterward, community members aid the offender's reentry into the community, recognizing that an individual who is socially connected, as well as assisted in other problem areas, is less likely to harm the community in the future. Thus, restorative justice aims to repair the damage of crime in a way that is personal and constructive. It does not isolate the victim or the offender, nor encourage the offender to avoid responsibility, as the prevailing retributive justice system does. The community itself becomes stronger as it takes responsibility for its own members—rallying around victims, facilitating the resolution of conflict, providing opportunities for redress of wrongdoing, and reintegrating offenders in whatever ways are possible.

How It Works

Community Conferencing is the model of restorative justice that CCNP designed to fit its needs (Figure 3). It is a variation of Family Group Conferencing, traditionally used with juvenile offenders and their parents. To be eligible for the program, an adult offender must accept responsibility for the offense and have no history of violence. For now, the program focuses only on low-level crimes—such as theft, trespassing, vandalism, shoplifting, graffiti, soliciting a prostitute, and disorderly conduct—crimes which deteriorate the quality of life in the neighborhood. The program combines dispute resolution and community service in addressing these crimes.

Citizen participation is fundamental. Individuals who live or work in the neighborhood are involved in a number of ways. Conference participants serve a critical role by helping to convey the human impact of crime. Others, with a stake in the community, step forward to help guide the program, serve as liaisons
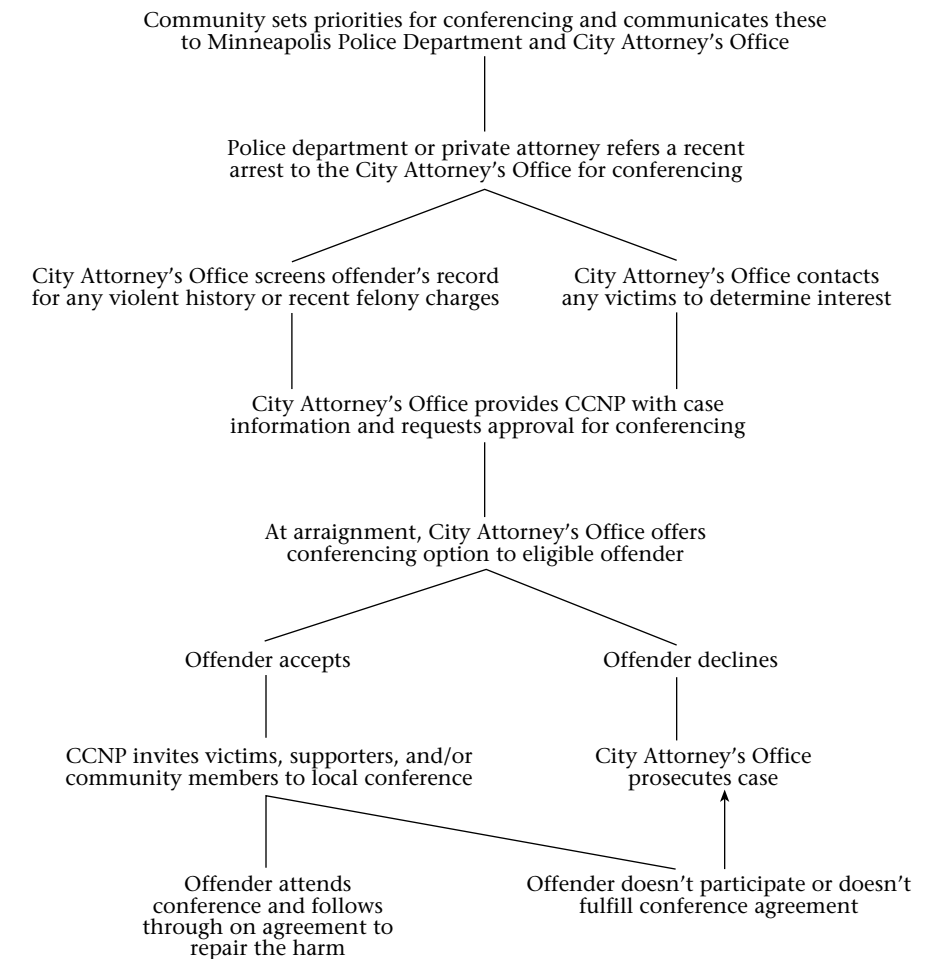
Community sets priorities for conferencing and communicates these to Minneapolis Police Department and City Attorney's Office

Police department or private attorney refers a recent arrest to the City Attorney's Office for conferencing

City Attorney's Office screens offender's record for any violent history or recent felony charges

City Attorney's Office contacts any victims to determine interest

City Attorney's Office provides CCNP with case information and requests approval for conferencing

At arraignment, City Attorney's Office offers conferencing option to eligible offender

Offender accepts

Offender declines

CCNP invites victims, supporters, and/or community members to local conference

City Attorney's Office prosecutes case

Offender attends conference and follows through on agreement to repair the harm

Offender doesn't participate or doesn't fulfill conference agreement

Figure 3. Informal Justice Process
As initiated by Central City Neighborhood Partnership (CCNP) in Minneapolis.

in assisting victims and offenders both before and after the conference, and receive training to become conference facilitators.

Each conference brings together the offender, the victim, their supporters, and people who live or work in the neighborhood to discuss the incident at hand. Trained facilitators help the group develop a formal agreement which describes how the offender will make amends to the victim and the community. Offenders who opt for conferencing do so in lieu of prosecution by the court, and their charges are dropped at the end of one year if they have completed the terms of their agreement. All conference participants, including the offender, make a voluntary decision to be part of the program.

Participants in the conference take advantage of their urban location, close to many agencies skilled in helping people heal and begin new lives. Referrals to community resources and social services are made wherever it is appro-

priate. Counseling, treatment, job placement, and mentorship all can be used in addition to service in community organizations if the members of the conference circle feel that they will help the offender.

Results

The first ten community conferences to be held by CCNP, between September 1997 and February 1998, were successful in reaching agreements as to how the offender would make amends to the victim and the community. Four offenders have already completed their conference agreements. Word about the fledgling program has spread in the community and more and more people are getting involved. Thirteen new volunteers participated in a training session in early March to become conference facilitators, allowing CCNP to increase the number of conferences it can handle.

By and large, participants in the Community Conferencing project are

Community members describe how the offenders' actions have affected them.

reporting, via survey, that the conferences seem fair and that they are satisfied with the outcomes. Victims and others who are affected by particular crimes in the central neighborhoods now have an opportunity to be personally involved in addressing those incidents. The participating offenders are learning how their behavior affects the community at large. They also receive the satisfaction of a positive outcome; get connected to local resources, such as employment services; and establish new ties in the community. In the process, neighborhoods and outside organizations are receiving direct, visible, and meaningful contributions from offenders. In addition, the formal ties being established between the neighborhood partnership

and local ethnic organizations as a consequence of conferencing are opening new lines of communication and opportunities for cultural exchange.

The neighborhood organizer who began the recruiting of Community Conference participants and volunteers, for example, took a Russian interpreter with her for meetings in buildings in the Loring Park area. She made connections with the Russian population there who had never before been involved in community matters. In another instance, a conference with a Somali offender, arrested for soliciting a prostitute, led to the young man translating and distributing an educational flier in the Somali community about the laws on prostitution and its associated

dangers. Conference participants expect that there will be fewer arrests of this type in the future, because the Somali's will know more about the law and the social norms of their new country.

New challenges are being tackled as the project develops. The concept of "community" presents its own challenges, as multiple communities co-exist in these four inner city neighborhoods. They are the most diverse in the Twin Cities, both in terms of income (from street people to the very wealthy) and in terms of new immigrant populations. It is a primary goal to make the project one that is inclusive and respectful of the varied experiences and perspectives that people in the CCNP neighborhoods share.

Community Conferencing gives citizens a key role in restoring their community to health. It relies minimally upon court resources. The demonstration project in Minneapolis is beginning to draw national attention. The U. S. Department of Justice invited a group of leaders from the CCNP program to attend its regional restorative justice symposium in Milwaukee last September. At the behest of the National Institute of Corrections, the project coordinator for CCNP has met with a small group of specialists from around the country to develop a job profile they can use for promoting positions in community-based restorative justice programs around the country. In August of 1998, the first international "Conference on Conferencing" will feature this model program.

Community Conferencing allows the community to send a clear message about its code of conduct as it works toward repairing the damage of crime. For those offenders who are willing to listen and learn, as well as to make reparations, the process provides a way back into the good graces of the community. Conference agreements have been quite creative, often capitalizing on the abilities of the offender.

One participant, a disk jockey by trade, has not only agreed to donate some time to a local church, but is also using his talents for an event in the Loring Park neighborhood. Several program participants have written their stories, and one, in Somali, has been published. One individual, who was arrested for having an open bottle in his car and a suspended license, is spending thirty-two hours of service at Catholic Charities, near the arrest site, and attending a seminar by Mothers Against

A formal agreement is reached detailing how the offender can make amends to the victim and the community.

Drunk Driving. He has agreed to obtain a valid license by the end of April. Nearby churches have identified ways for offenders to contribute to charitable work in the community. Area businesses, nonprofits, and neighborhood organizations have also permitted offenders to help out with a variety of their own projects.

Ricardo was the first adult arrested in the neighborhoods of downtown Minneapolis to participate in this fledging program. One of the components of his contract, now complete, included an apology and explanation of what he learned from the experience. The statement reads:

This letter has the intention to apologize to the community and specially to all the women in this community and in general to all women and all people, for having committed the mistake of solicitation . . . I recognize before you the big mistake that I was making of soliciting a woman and offering her a payment in exchange for a sexual service. Now that I have revised my priorities and that I have looked back I am ashamed of this since we are all humans and deserve respect and in particular woman in my case . . . Just the reminder of a woman as my mother made me think of family and that is what a community should be, a big family where we all respect and help each other. From my part I will do my best to serve this community and respect it and I will always remember that human beings cannot be bought. Please accept my apologies, respectfully a new changed member of this community. (October 21, 1997)

■ **Gena Gerard is restorative justice project coordinator for the Central City Neighborhoods Partnership (CCNP). She moved from Oregon to Minnesota to earn a master's degree at the Humphrey Institute of Public Affairs, and first became involved with CCNP as the student hired with an NPCR grant to gather background information on restorative justice. She has worked for two years to develop the program that she now coordinates.**

■ **Kris Nelson is the program director of NPCR. Prior to working with NPCR he served as a consultant to community-based organizations. He was director of the Whittier Alliance, the Whittier Community Development Corporation, and founding director of Artspace. He holds a masters degree in public affairs from Indiana University.**

Pay Now or Pay More Later: St. Paul's Experience in Rehabilitating Vacant Housing

by Edward G. Goetz, Kristin Cooper, Bret Thiele, and Hin Kin Lam

Editor's Note: *In March of 1996 the St. Paul City Council, eager to reduce government spending, cut in half the allowable subsidy for housing rehabilitation from a maximum of $40,000 per single-family house to a maximum of $20,000. The St. Paul Coalition for Community Development, a group of nonprofit corporations that implement the program, argued that it could not operate on that little amount of money, and that the reduction in funding was no better than eliminating the program altogether. Indeed, the number of renovations undertaken fell dramatically. In an effort to demonstrate a fiscal benefit to the city, the coalition solicited this study through NPCR. NPCR agreed to sponsor the study and as a result of its findings the council decided in August of 1997 to raise the maximum subsidy back to $35,000 per single-family house. Additionally, the council raised to $50,000 the maximum amount for a multiple-unit dwelling being converted to single-family use, which had been slashed the previous year from $60,000 down to $25,000.*

An abandoned house is one of the most powerful symbols of urban decline, a visual reminder of the reluctance of families and institutions to invest their time, money, and futures in a community. It represents the abandonment of hope as well as of a physical structure. But despite the consensus that vacant homes are problematic for communities, there is far less agreement on what ought to be done about them.

By the time housing abandonment becomes a visible problem in most places, the levels of neighborhood decline, private sector disinvestment, and public sector neglect are usually well-advanced. Additionally, the level of investment necessary to turn around such properties is generally much greater than their market value, and thus the subsidy necessary to return abandoned homes to the marketplace may make local governments reluctant

An abandoned house is a symbol of urban decline.

to invest in them. Given limited public funds available for housing and neighborhood revitalization, one may question whether local governments can afford such investment. However, as we will show, it may be equally important to ask whether they can afford not to.

There are three possible outcomes for an abandoned house in St. Paul: it can be demolished, it can be reoccupied by the owner or a new tenant in the private market, or it can be rehabilitated

The house on the left is the same house shown on page 12. It was rehabilitated with city funds under St. Paul's Houses to Homes program.

(or demolished and replaced) using funds from the city's Houses to Homes program. In a recently completed study of Houses to Homes, we examined the fiscal benefits and costs of a rehabilitation. Through the program, the city had been spending an average of $42,000 more on purchasing and restoring vacant homes than it had been receiving back on the sale of the properties, and in this study we attempted to determine how much of that $42,000 comes back to the city in other forms.

Using a variety of data sources, we were able to estimate and compare several costs and benefits over a twenty-year period for each of the three outcomes. There were many areas of financial impact to consider and, when possible, we produced a wide range of estimates. All monetary values are calculated at a 5 percent discount rate—the approximate cost of capital to the city of St. Paul according to December 1996 municipal bond rates.

The Tax Base

Perhaps the most obvious cost of vacant housing is the immediate loss of tax revenue because of the depressed value of the property itself. While the average estimated value of homesteaded residences in 1989 was $67,584 according to the Ramsey County Tax Assessor, vacant properties and lots are valued at a much lower level, thereby lowering the property tax assessment. We estimate that an inhabited, rehabilitated property would produce the current equivalent of $13,145 in total property taxes over twenty years, compared to only $1,148 for a vacant lot, and $5,650 for a reoccupied but unrenovated house. St. Paul's portion of these tax revenues

would be $5,258 for rehabilitation, $459 for vacancy, and $2,260 for reoccupation. Rehabilitation of the property would thus yield more than double the revenue to be expected from an unrenovated reoccupation and more than eleven times the revenue of a vacant lot.

Neighboring Property Values

The decline in property value of an abandoned house may also depress the value of surrounding properties, further lowering the city's tax revenue. By constructing a price model of property values using county tax assessor's data, we were able to gauge this impact in the case of each outcome. We estimate that a property's value falls by $1300 if a demolition has occurred on the same city block and $1191 if a reoccupation has occurred. Rehabilitation, on the other hand, seems to stabilize nearby

This duplex was restored to a single family home (see opposite) under the Houses to Homes program.

property values and is not associated with any change in their level. Consequently, the depressive effect of a demolition costs the public sector an estimated $26,397 in lost property tax revenue over a twenty-year period, while $24,165 is lost from a reoccupation. St. Paul's share of these losses would be $10,599 for each demolition and $9,666 for each reoccupation, with no loss at all for a rehabilitation.

Private Investment

An abandoned home may discourage development in its area as well as deter surrounding property owners from investing in improvements to their properties. By analyzing data on building permits issued from 1986 through the summer of 1996, we were able to estimate the impact of the three outcomes on the rate of nearby private investment. An analysis of the permit data showed that rehabilitation spurred an increase while demolition and reoccupation did not. We took into account two factors that adjusted our estimates: typically only 30 percent of the total

investment translates into market value in the neighborhoods, and building permits undercount the total amount of private investment that takes place. Making these adjustments, we estimate that the renovation of a property generates $13,507 in enhanced property tax revenues from private investment over a twenty-year period, while the absence of renovation produces no similar benefits. Of this revenue, $5,403 goes directly to the city.

Sales Tax Revenue

If rehabilitation generates greater levels of private investment than demolition or reoccupation, then it will also generate economic spin-offs from that investment that the other two outcomes do not. Chief among these is the money spent on building materials and the sales tax revenue to the state and the city that results from these purchases. We estimate that 30 percent of the value of the construction generated by rehabilitation goes to materials. Given an aggregate increase in investment over a twenty-year period, a total of $67,211 in sales tax revenue will be generated, $3,361 of which goes to the city.

Maintenance and Security

Once a vacant property is identified by the city and placed on its vacant housing list, health inspectors visit the site every two months. As a result of these visits, or in response to calls from concerned citizens, the city may perform maintenance tasks such as cutting the grass, picking up garbage, or shoveling the sidewalk. Because of health and safety concerns, the property may also be boarded up, and the city may incur costs in responding to police calls to the property. By analyzing data on service and police calls, we were able to estimate the cost savings associated with each of the three property dispositions. Using budget figures on per-call costs, we estimate that rehabilitation saves $7,141 in maintenance costs over a twenty-year period, while demolition saves $4,697 and reoccupation saves nothing. In terms of police costs, only demolition results in a sizable reduction in police calls, saving $4,169 in service costs over twenty years. All of these savings accrue to the city.

Tax Default and Foreclosure

When homes are abandoned by their owners, they frequently become tax delinquent, as the cost of paying property taxes can exceed the value of the

Rehabilitation of properties like this end up costing the city roughly half of the up-front renovation costs when the benefits of having the property restored are factored in. And the restoration actually produces a net gain in public benefits when all government units are considered.

while the costs of demolition and reoccupation are $9,277 and $7,406, respectively. This is a compelling rationale for partnerships between different levels of government to combat the problem of housing abandonment.

In our analysis, the remedy for abandoned housing becomes much more obvious, for public sector funding creates a return that more than pays for itself. And the hidden costs of doing nothing, or of demolition, make the choice even more compelling in favor of rehabilitation. Paying for abandoned homes is unavoidable, but a proactive, development-minded approach can turn that payment into a profitable investment.

■ **Edward G. Goetz is an associate professor in the Housing Program at the University of Minnesota. He is author of** *Shelter Burden: Local Politics and Progressive Housing Policy* **(Temple University Press 1993) and several articles and monographs on local housing and economic development policy.**
■ **Kristin Cooper was a graduate student in the Humphrey Institute of Public Affairs at the time this study was conducted and now works as a planner in Portland, Oregon.**
■ **Bret Thiele was an undergraduate student at the University of Minnesota while working on the study and is now a law student at the University.**
■ **Hin Kin Lam was a graduate student in the Humphrey Institute of Public Affairs when he helped with this study. He now works for Abt Associates in Cambridge, Massachusetts.**

property. After the property goes into tax forfeiture, ownership is transferred to the state and any outstanding taxes must be written off. While some of these losses may be recouped at the auction sale of the property, it is the experience of St. Paul that 83 percent of the balance due is lost on foreclosed properties. By examining the tax history of land parcels where homes have been demolished, we estimate that the typical demolition costs the city $8,043 in unpaid taxes.

Taking all of these areas into account, our estimates suggest that a housing rehabilitation costing $42,000 up front actually produces a net gain of over $59,000 in public benefits, while a demolition produces a total cost to the public sector of $24,426, and reoccupation costs $18,515. This amounts to a dramatic endorsement of public investment in the decaying housing stock. It is important to note, however, that the initial investment is made only by the City of St. Paul while the savings are shared across governmental units. For the city alone, rehabilitation ends up costing $20,837 (having recovered roughly half of its renovation costs),

Neighborhood Organizations On The Internet

by Mark Brose

The Lyndale Neighborhood Association, the Stevens Square Community Organization, the Downtown Minneapolis Residents Association, the Lexington-Hamline Community Council . . . there are over one hundred different neighborhood-based organizations in and around the Twin Cities. Staffed by volunteers and not-for-profit, these groups exist only for the purpose of involving residents and business people directly in the improvement of their communities, and many have shown remarkable endurance and success in such areas as leading crime prevention efforts, addressing transportation and housing issues, and informing citizens of public policy matters. The Internet has become one of their most successful tools in these endeavors, and as a result the Twin Cities has developed one of the most extensive communities of neighborhood groups on the Internet in the country.

Throughout their existence, these organizations have always recognized the value of learning from each other by exchanging information about their planning and revitalization experiences, and they have done so by whatever means available to them. But historically their limited budgets prevented any significant investment in technology, and as a result their communication media were often no more sophisticated than telephones, the U.S. mail, and time-consuming face-to-face meetings. As the organizations grew, they increasingly felt the need for an electronic communication network that improves their efficiency but doesn't overburden their mostly part-time workforce. The Internet, with its ability to link individuals and organizations working independently for a common purpose, seemed to be just what was needed.

NPCR Assistance

In 1995, at the request of several neighborhood organizations interested in communicating electronically, the Neighborhood Planning for Community Revitalization program provided the support necessary to explore what this would entail. The organizations first conducted a survey which found that a majority of the neighborhood organizations responding were interested in "sharing information electronically." Initially they considered establishing their own electronic bulletin board, but instead they discovered and joined the Twin Cities Free-Net, an electronic community network that was in its infancy at the time, and this relation-

ship has become a fruitful one. Today, Free-Net maintains a "Cities and Neighborhoods" site on the Web, including census statistics and information about organizations in every Minneapolis neighborhood and St. Paul district, and links to each of their Web sites.

NPCR has provided technical assistance in getting connected to the Internet as well as individualized training in using it effectively. This includes wiring phone lines for modem connections, obtaining hardware and software, computer troubleshooting, instruction in Internet tools such as e-mail and the World Wide Web, and group training sessions in how to create Web pages. The assistance has been instrumental in bringing a significant number of organizations on-line and has provided the impetus for many others to get connected on their own.

In addition to providing direct assistance to neighborhoods, NPCR publishes information on the Web that is of interest to them. NPCR maintains

its own Web site that includes descriptions of current projects as well as completed research reports. At the start of 1998, the NPCR site contained close to ninety neighborhood research reports covering topics such as bicycle lane planning, crime prevention through environmental design, and housing growth. These reports have been of great interest to neighborhoods. In the month of December 1997 alone, the NPCR reports page was visited 380 times.

NPCR has also worked with neighborhoods to determine what other information is valuable to them and has encouraged others to provide it. The Urban Coalition, for example, was urged to post census data for every Minneapolis neighborhood and St. Paul district, and it did so. NPCR also stimulated the City of Minneapolis to develop a Web site for its Neighborhood Revitalization Program and to provide e-mail to their staff. All of their staff members today have e-mail, and they are preparing a database on neighborhood plans and projects that will be available on their Web site later in 1998.

As a result of local initiative and NPCR assistance, a large number of Twin Cities neighborhood organizations are now using the Internet in their work. In the spring of last year, NPCR estimated that there were fifty-six neighborhood organizations with Internet accounts in Minneapolis and St. Paul. They are using them for a variety of tasks, ranging from e-mail communication between board members and staff all the way to Web-based research into how wireless telecommunications towers affect people's health.

Electronic Mailing Lists

Because those who work for neighborhood organizations are primarily, if not entirely, unpaid volunteers, their busy work schedules and limited free time make it difficult to communicate as regularly as they would like. Using e-mail in addition to one-on-one communication and committee work is improving the frequency of contact between organizational members without increasing the number of meetings. It also allows members to keep informed without attending all (or any) of the meetings. Minutes, updates, and even emergency calls are distributed quickly without the need or expense of postage, envelopes, or volunteer time. Luther Krueger, from the Lyndale Neighborhood Association, relates one example:

Using my distribution list for crime and drug [issues] in Lyndale, we've been able to reach more people with very up-to-date information, and mostly it has let us more swiftly affirm our decisions. We have virtual meetings now, where we ask people who can't make it to be sure to e-mail their input before the time-and-place meeting so they'll be heard. I think initially the human contact was beginning to diminish, but now people are used to getting information they can use, and many on my list literally could not participate in meetings—no transportation, work schedule in conflict with our meeting times, etc.—before this. Now they can.

In some organizations members use e-mail to edit and review documents worked on between meetings. A number of organizations even receive submissions for their neighborhood newsletters and newspapers via e-mail. For example, the editor of Lowry Hill East Neighborhood Association's newspaper, *The Wedge*, receives monthly updates by e-mail from the neighborhood's city councilperson as well as meeting minutes from the secretary to the association's board. The Bancroft Neighborhood Association also receives submissions from writers for its monthly newsletter. This has reduced duplication of effort (retyping), eliminated the problem of converting documents from one system to another (PC to Macintosh, Microsoft Word to WordPerfect, etc.), and freed up more time for activists to do meaningful work in their neighborhoods.

Still, one of the constant battles neighborhood organizations face is keeping up with what other organizations across the city are doing. They need an exchange of information and ideas as they try to answer a wide variety of questions, from the administrative (What's a good accounting firm? Has anyone written a good employment agreement? What does the law say about using public funds to lobby?) to the programmatic (How have you dealt with abandoned houses in your neighborhood? What's your experience with the new traffic circles? What's the best way to operate neighborhood crime patrols?). With nearly every Minneapolis organization now participating in neighborhood-based planning with the city's Neighborhood Revitalization Program, this type of information

exchange is especially relevant.

All of the above issues and more have been explored on the electronic Twin Cities neighborhood mailing list, also known as a "listserv." This was created specifically to provide a forum where neighborhood organizations could share their experiences and draw from those of others. Twin Cities Free-Net is the host for the listserv and its archive, and currently has over 200 participants.

Excerpts from a recent discussion on the listserv give some idea of its usefulness. Neighborhood and personal names have been removed and comments have been edited for spelling and clarity.

Neighborhood organizer #1: One of the most common questions neighborhood groups ask is how to get renters involved. An additional and even more difficult question many people wrestle with is how to get renters involved in the neighborhood organization at least in proportion to their percentage of the overall neighborhood population.

Organizer #2: Many renters live in multi-unit buildings, making it harder to reach them, since these buildings often have security systems, and you cannot get in. CCP/SAFE does very little to organize apartment clubs in comparison to block clubs. If there were more apartment clubs, you might see more turnout. Renters, on average, make less money and have less available time for neighborhood activities. This does not mean they are uninterested, simply that they have a tougher schedule to deal with, and fewer resources for it. Frankly, most neighborhood literature is written for homeowners, and is not sensitive to renters' needs. Some of it can actually turn renters away from participation. A long time ago, [a St. Paul district] did a study about this issue; their results were illuminating at the time, and probably bear re-reading today.

Organizer #3: I know through experience that the only way to effectively reach the community is through door knocking. In [my neighborhood], the staff as well as volunteers assisted with the door knocking because people would invite only who they wanted at the meetings, and often those that needed to be there were not invited.

NPCR continues to help neighborhood organizations get connected to the Internet. Current and past NPCR students, who have helped create the large interactive community of neighborhoods on the Internet, spoke in a recent workshop sponsored by the Minneapolis Training Program for Neighborhood Organizers.

So keep up the good work.

Neighborhood resident: Just a comment about previous door knocking comments: I probably won't come to the door. (I live in a house, so this probably isn't relevant to the renter involvement issue.) I don't like to be "door knocked." I used to get people coming to the door either selling something, or they were flat broke and just needed fifteen dollars for diapers, and here is their driver's license and they will pay you back next week, etc. After a while you disconnect the door buzzer. I really, really, really, really, really hate to bug someone I don't know by knocking on their door because they are usually just as suspicious of door knockers as I am. If I get to meet my neighbors through helping push their car out of a snow bank, or chatting while doing yard work, then I feel more comfortable about door knocking.

Otherwise they just get the flyer in the mail slot. When I lived in [housing co-op] we allowed door knocking only when the door knockers were accompanied by a co-op member. That helped with the "stranger in my building" issues. I didn't find it as offensive as having non-residents wandering the halls of my building.

Organizer #4: I agree with you regarding the unknown variables of unannounced callers at your door. When conditions are such that most who knock on your door aren't very nice, it's not a bad policy to use the peephole or to not answer the door except to those who call ahead. But I can tell you from 5-plus years of door knocking, flyering, delivering my neighborhood paper, and phone calling, that each method's effectiveness is from high to low, in that order. In 1992, when we needed to organize block clubs in [neighbor-

hood], flyering got us a pair, the paper got us one, and phoning got us zero. Door knocking has gotten us thirty. And from years of door knocking, I can say that the vast majority, if they're home, will answer the door during daylight hours. I can only remember a couple instances, out of five hundred-plus doors knocked, where it was clear someone was home and they didn't answer the door. We left a flyer after one light knock in that case. And only one has slammed the door in my face . . . I found out later that he had had previous unsatisfactory dealings with the association. The courtesy factor is exactly the reason for us developing the pre-knocking flyer with [neighborhood]. A phone call to me, or a note on the door, or a call to the apartment manager, is all the resident has to do to tell us not to stop by. And again, we've found resistance to be almost nil when we pre-flyer. If it's done right,

door knocking will generate more involvement than any other method when contacting new or previously uncontacted residents.

As a result of exchanges like these, the members of the listserv have created an on-line community of sorts. Members exchange ideas and information from a common basis of understanding, and although they don't always agree, their discussions generally result in constructive outcomes. Some have even formed a real community as a result of the electronic one. After several months of discussion, one list participant held a pot-luck barbecue at his home so that participants could meet face-to-face, and the outing has become an annual summer event.

The World Wide Web

Another communications forum has taken its discussion from e-mail to the Web. Safetynet, a communications forum established by Nolan Venkatrathnam of the Stevens Square Community Organization, was initially a mailing list for block clubs in the Stevens Square–Loring Heights neighborhood. They used it to notify the police and each other of crimes and suspicious activity in their area, and to coordinate their approaches to crime. Safetynet also was used to encourage the city's Community Crime Prevention/SAFE Program to participate in the discussion. As a result, that program is now on-line and providing periodic neighborhood crime information on request via e-mail.

The Safetynet forum moved onto the World Wide Web as part of the Twin Cities Free-Net's "Caucus Conference Center," described by Free-Net's executive director this way:

> On-line conferencing enables written on-line group discussions. Unlike on-line "chat," participants need not all be logged on at once. Instead, conversations typically take place over days, weeks, or even months. Unlike mailing lists or Usenet [another electronic network], the discussion is stored in a central place, ensuring that responses are consecutive and that no one adds a new response without having had the opportunity to read all of what's been said so far. The result is a linear, sequential discourse that has the feel of a real-life conversation.
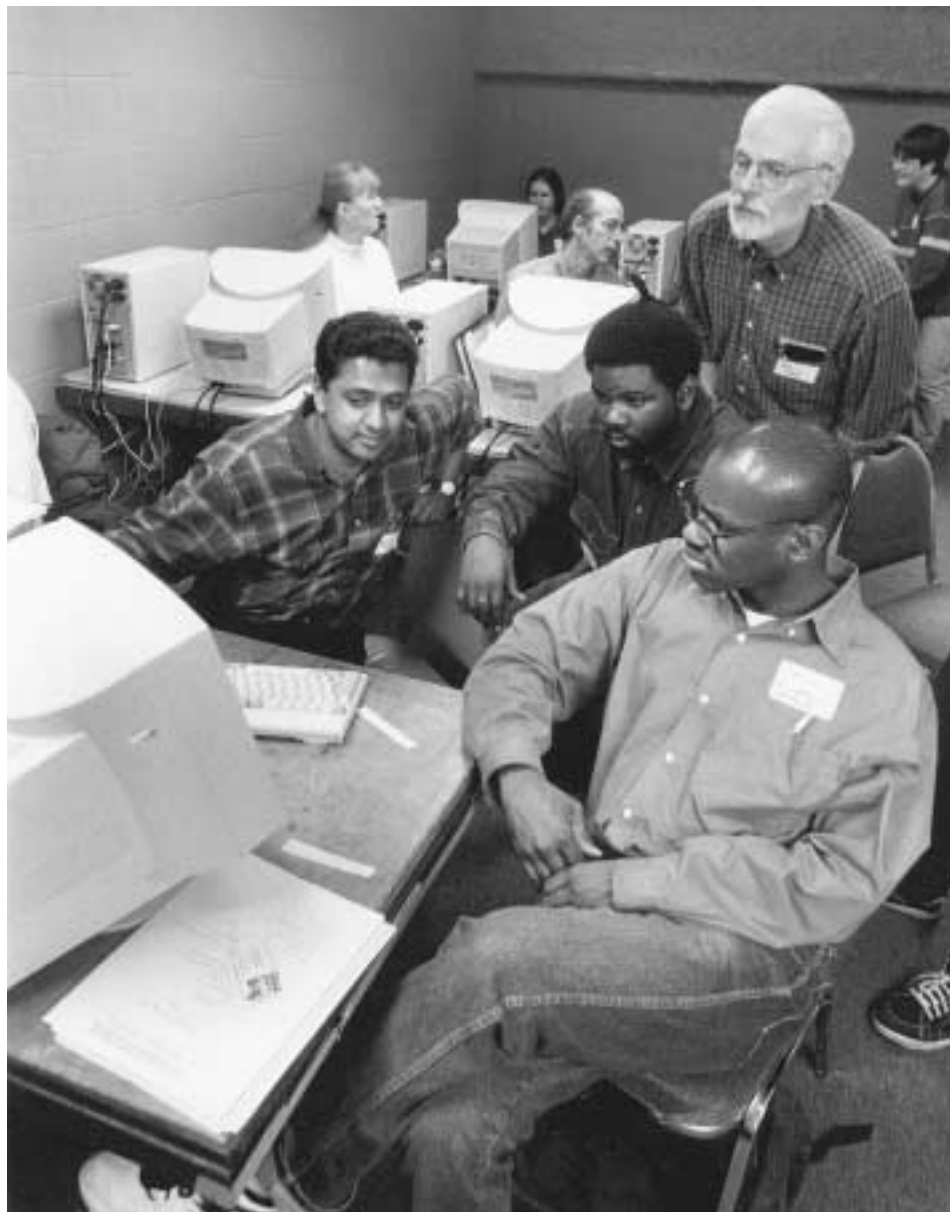
By putting themselves on the Web, neighborhood organizations can distribute information to residents, share current project information with other neighborhoods, and promote their neighborhood and its events.

The Safetynet conference has a broader audience than the initial mailing list and has become a place where any neighborhood safety issues, concerns, and solutions can be discussed.

Neighborhood organizations are now establishing a presence on the Web in an ever-widening variety of ways. Neighborhood Web sites have become important for distributing information to residents, informing residents who are away from home for extended periods about community events, letting potential funders know what projects the neighborhood is working on, and sharing project information with other neighborhoods. In the spring of last year, twenty-seven of the fifty-six neighborhood organizations with Internet accounts had their own Web sites. What did they include on their sites?

▶ **Neighborhood Revitalization Program plans.** Many of the organizations involved with this program have posted all or parts of their plans, whether completed or in progress, on their Web sites. This has helped organizations to make their plans and updates available both to neighborhood residents who may not be able to come to meetings and to other neighborhood organizations,

thereby allowing them to take advantage of each other's experience.

▶ **Contacts.** Every neighborhood Web site contains some form of contact information for the organization, which has been helpful for residents with problems or concerns. In the Lowry Hill East Neighborhood, for example, when two residents were notified of a potential zoning change next door to their house, they used the neighborhood organization's Web site to express their concern and were encouraged to attend the next meeting of the organization to hear and comment on the zoning request, which they did. In addition to contact information, many sites include complete by-laws and articles of incorporation, and copies of correspondence sent to various city agencies and public officials.

▶ **Projects in progress.** Probably the most timely information provided by neighborhood organizations on their Web sites are updates on projects in progress. These include both descriptions of events and opportunities for citizens to participate. One example is a posting about the annual Earth Day event held by the Kenny Neighborhood Association, now in its second year on the Web, which explains how Kenny residents can participate in the Minneapolis Earth Day Watershed Clean-up. Another is the Seward Neighborhood Transportation Plan, provided by the Seward Neighborhood Group, which addresses problems and solutions in critical traffic areas.

▶ **Events Calendars.** A few organizations publish a monthly events calendar to inform residents of community activities. Although calendars are distributed in these neighborhoods in hard copy as well, residents have commented that having the calendar on the Web site is a helpful supplement. Several organizations also make regular meeting minutes available on their Web sites to keep committee members and residents up-to-date.

▶ **Newsletters.** A growing number of neighborhoods are publishing electronic copies of their newsletters which include articles about neighborhood events, neighborhood history and other items of interest. The Lexington-Hamline Community Council, with one of the more impressive implementations, publishes "The Eavesdropper" in the portable document file (pdf) format, allowing them to maintain the newsletter style and still reach a wide audience. Past issues of newsletters are also archived on Web sites.

▶ **Calls for volunteers.** A number of neighborhoods have used their Web sites as a way to attract new volunteers. For some, this has brought in people they have been unable to reach by any other means. The Stevens Square–Loring Heights Neighborhood, for example, with its high concentration of university students, has effectively used its Web site to attract many students to participate in neighborhood activities. Others, such as the Kenny and Bancroft Neighborhood Associations, have attracted new volunteers to maintain their Web sites. As Web publishers, these volunteers have become more involved in their neighborhoods while simultaneously gaining valuable experience in electronic media.

The experiences of the Twin Cities indicate that the Internet has become an essential tool for a thriving community of neighborhood organizations, and their pioneering presence on the Web has distinguished our neighborhoods as some of the country's most efficient. The Internet's relative ease of use and widespread availability make it an ideal platform to bring together a wide range of participants with different time schedules, physical locations, and mobility. These on-line communities are increasing the influence of their organizations in ways never before possible, and as their experience grows, our neighborhoods will continue to improve their use of the Web and continue to lead the nation in community involvement.

Many of the organizations mentioned in this article can be found at the Twin Cities Free-Net Web site at *http://freenet.msp.mn.us.*

The Neighborhood Planning for Community Revitalization (NPCR) Web site can be found at *http://freenet.msp.mn.us/org/npcr.*

■ **Mark Brose was a graduate student in the Humphrey Institute of Public Affairs at the University of Minnesota at the time he worked for NPCR, assisting neighborhoods in using the Internet. Having completed his master's degree in planning, he is currently a Web and database developer for the University of Minnesota Extension Service. He is also the treasurer for the Lowry Hill East Neighborhood Association and "Cities and Neighborhoods" editor for Twin Cities Free-Net. He can be contacted through his Web site, located at** *http://freenet.msp.mn.us/~brose.*

Linking Neighborhoods with Academic Classrooms

by Stephanie Otto

Uuniversity-Neighborhood Network brings neighborhood projects to academic classrooms, encouraging faculty, students, and neighborhood activists to work together in solving real neighborhood problems. University-Neighborhood Network (UNN) is a project of NPCR (Neighborhood Planning for Community Revitalization) developed over the past academic year with support from The Minneapolis Foundation. UNN links neighborhood projects with areas of academic research in order to serve the mutual interests of Twin Cites' neighborhoods and the colleges and universities participating in NPCR's consortium. To date, thirty-two projects have been completed for twenty-two Minneapolis and St. Paul neighborhood organizations.

The Pilot Phase

During the 1996-1997 academic year, UNN reviewed action research models, met with college and community representatives, identified and interviewed faculty with an interest in neighborhood-based research, and designed the pilot phase of the UNN program, including a dynamic Web page. Nine university professors agreed to participate in the spring quarter by offering their students the opportunity to complete neighborhood projects as part of their course work. Neighborhood projects were matched with four University of Minnesota courses and during the spring quarter thirty-eight students worked individually or in student groups on neighborhood projects. Ten projects were completed for eight neighborhood organizations. One of the projects gathered information about welfare reform and how it would affect the children of the Summit-University neighborhood in St. Paul.

Roger Meyer, Director of Information and Community Services for the Summit-University Planning Council, was worried about the major changes unfolding in the national welfare system. If the social service agencies in his community "put their heads in the

Students in a sociology class interviewed Charles Stately, owner of Woodland Indian Crafts, as part of the class project set up for them by UNN.

sand" and did not proactively address these changes, they would have difficulty advocating for clients, restructuring services, and accessing the funding changes needed as the new welfare system took shape. Welfare reform is a social policy change of extreme relevance to the Summit-University community, where a third of the population lives in poverty, including nearly 3,500 children under twelve, according to the 1990 Census.

Sheila Ards, Assistant Professor of Social Policy at the University of Minnesota's Humphrey Institute of Public Affairs, was scheduled to teach a graduate level class on Topics in Social Policy. University-Neighborhood Network linked Ards with Meyer, who presented the need for a resource manual that would explain the changes to the federal and state welfare system and how they could potentially affect the Summit-University community. A team of student researchers, representing six different academic departments at the University,* took on the task with enthusiasm and apprehension, knowing that the information about welfare reform and the community would be a challenge to collect, because the state's response to the federal changes, the Minnesota-Family Investment Program-Statewide (MFIP-S), was still being ironed out by the state legislature.

Together Ards and Meyer organized visits with Summit-University social service providers and Meyer took the class on a bus tour of the neighborhood to provide the researchers with some background understanding of the Summit-University community. Ards arranged for representatives from public agencies as well as past and current welfare recipients to come and speak to the class. Student teams worked together to research each part of the welfare reform act (Personal Responsibility and Work Opportunity Reconciliation Act of 1996) and Minnesota's response to it. They compiled their work into a report—*Federal and State Welfare Reform: Implications for Children in the Summit-University Neighborhood*.

Most social policy makers agree that child care is critical in moving people from welfare to work. The student researchers identified a child care gap that will make this transition particu-

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larly difficult for Summit-University families. They reported an extremely large gap between the number of children who will need child care and the number of spaces available for infants, toddlers, and children with special needs. In addition, Summit-University lacks child care that is located near transportation lines, and care that accommodates alternative work schedules.

To make the findings available to a larger audience, Meyer organized a presentation for local agencies and community members. Nearly forty people attended, including representatives from the YWCA, Ramsey Action Program, and the Youth Service Coordinating Committee, as well as State Representative Andy Dawkins. Over forty copies of the final report were distributed to local agencies to use in anticipating the effects of welfare changes and when writing grant proposals for new services.

Afterward, Roger Meyer evaluated the project results as "extremely useful." The students provided focused research that neither he nor many of the other agencies would have had time to complete. Their report provided the Summit-University community with the information they needed to manage change. "I enjoyed the students, the process, and the results....More classes should be doing things like this."

The students were also pleased with their experience. One student commented, "This class provided me the chance to really see public policy in action and the neighborhood focus was a great way to get hands on experience. This type of applied learning is an essential part of a graduate education. The University-Neighborhood Network concept is wonderful and should be continued." Currently, NPCR is supporting two undergraduate research assistants who are working with Meyer at the Summit-University Planning Council. Their task is to work more directly with social service agencies and residents to document the impact of the welfare changes. They are compiling case studies of MFIP families as they adjust to program changes, a good complement to the policy research done by the students last spring.

The UNN Process

The University-Neighborhood Network acts as a matchmaker between neighborhood organizations, faculty, and students. The process begins when UNN

staff follow leads about courses that offer a student research component and are relevant to urban neighborhoods. UNN works within NPCR's consortium schools to identify such classes. Faculty that teach the classes are then invited to submit their course as part of the network. If they agree, they are asked to provide a course description and define course project parameters. UNN distributes course descriptions to neighborhood organizations in Minneapolis and St. Paul. Interested neighborhoods develop specific projects that will serve their needs and fit within the context of the courses being offered. Prior to the start of the course, faculty and neighborhood liaisons work together to fine tune the project proposals.

Information about courses, neighborhood organization profiles, and project descriptions are placed on UNN's Web site (http://freenet.msp.mn.us/org/npcr/projects/unn/). At the start of the term, students are invited to choose a project that will both fulfill their course requirements and be of value to the neighborhood. Students, it turns out, are more likely to take on a neighborhood project if someone from the neighborhood comes to the classroom to talk about the project. The UNN Web site is an essential tool for project management. It provides an important point of contact between participants, but in no way does it substitute for the personal interaction that takes place both before and during a project. In person collaboration, on the other hand, is key to the success of these neighborhood projects.

The Network Grows

The network expanded during the summer of 1997 to include the University of St. Thomas and Augsburg College, thirty additional neighborhood organizations, and twelve new faculty. During the fall term last year, thirteen faculty—teaching at the University of Minnesota, the University of St. Thomas, and Augsburg College—offered their students the opportunity to complete a neighborhood-defined project. Classes included undergraduate and graduate-level students and ranged from Research Methods in Sociology to Housing Policy to Community Economic Development to American Labor History. Seven different academic departments participated: Public Affairs; Rhetoric; Design, Housing, and Apparel; Sociology; Political Science; Business/Management Information Systems; and History.

Neighborhood organizations enthusiastically responded to the invitation to suggest projects. Fifty-three were proposed and, of these, twenty-two were completed by students or student groups. Over fifty-five students completed projects for fourteen different neighborhood organizations while earning course credit. One of the classes that UNN matched to neighborhood project proposals was an undergraduate class in sociology at the University of St. Thomas.

Jan Milner, who teaches a course on Sociology of Race and Ethnicity, firmly believes that having students do projects outside the walls of St. Thomas is a necessary fulfillment of the university's mission as an urban university that is "in and of the city." By choosing to participate in UNN she hoped that students would learn the core theories of race and ethnicity, become "comfortable having a discussion about race," pick up something about sociology field research, and provide something of value to the neighborhood. Though traditional classroom teaching methods are more manageable, Milner incorporated applied neighborhood projects into her class as a way of immersing students in the city and expanding their knowledge of racial and ethnic groups in the Twin Cities.

Students in Milner's classes seldom venture into urban core neighborhoods. She chose to work with the Powderhorn Park and Phillips neighborhoods in Minneapolis. In order to introduce the twenty-one students in her Race and Ethnicity class to these communities, Milner organized a field trip. Gayle Lamb, a long-time Powderhorn resident, neighborhood activist, and staff member at St. Thomas, led the students on the trip that included a city bus ride to the neighborhoods and stops at local organizations.

In class, students were assigned to target different racial or ethnic groups in the two neighborhoods: African American, Caucasian, Hispanic, American Indian, Somali, and Southeast Asian. Scott Hawkins, from the Powderhorn Park Neighborhood Association, and Tony Looking Elk, of the Minneapolis Human Services Network in the Phillips neighborhood, gave the students background information and a neighborhood contact from their assigned target group. Students met with neighborhood contacts; collected demographic, historical, and cultural information; conducted an interview with a business


Back at St. Thomas, the students, Jennie Bottolene (left) and Amy Moss, shared what they had learned about the Indian community in Minneapolis.

owner; and attended cultural events sponsored by their assigned target group. Each student group was required to write up their findings in a final report and to create something of value for the neighborhood.

To set an example for her students, Milner organized a Holiday Shopping in the City event. She created brochures and led a group of faculty, staff, and students on an exciting shopping trip down Lake Street on a Saturday in December. Three of the students, assigned to the American Indian community in the Phillips neighborhood, created a Native American Information & Resource Brochure for the Phillips Neighborhood that summarized important demographic statistics about the population. They distributed it to the people and places they visited.

Other student projects included the creation of donation boxes for a Southeast Asian daycare center, which students placed in Southeast Asian businesses, and a flyer for an African American-owned business, which students distributed at St. Thomas.

The class projects in Powderhorn Park and Phillips provided the undergraduate students at St. Thomas with a challenging, "real world" learning experience. Though the project products may have been small contributions to the two Minneapolis communities, the St. Thomas student's eyes were opened to the values of urban neighborhoods and they now understand the importance of reciprocity when doing community-based research. One student commented, "From day one I approached the entire research experience
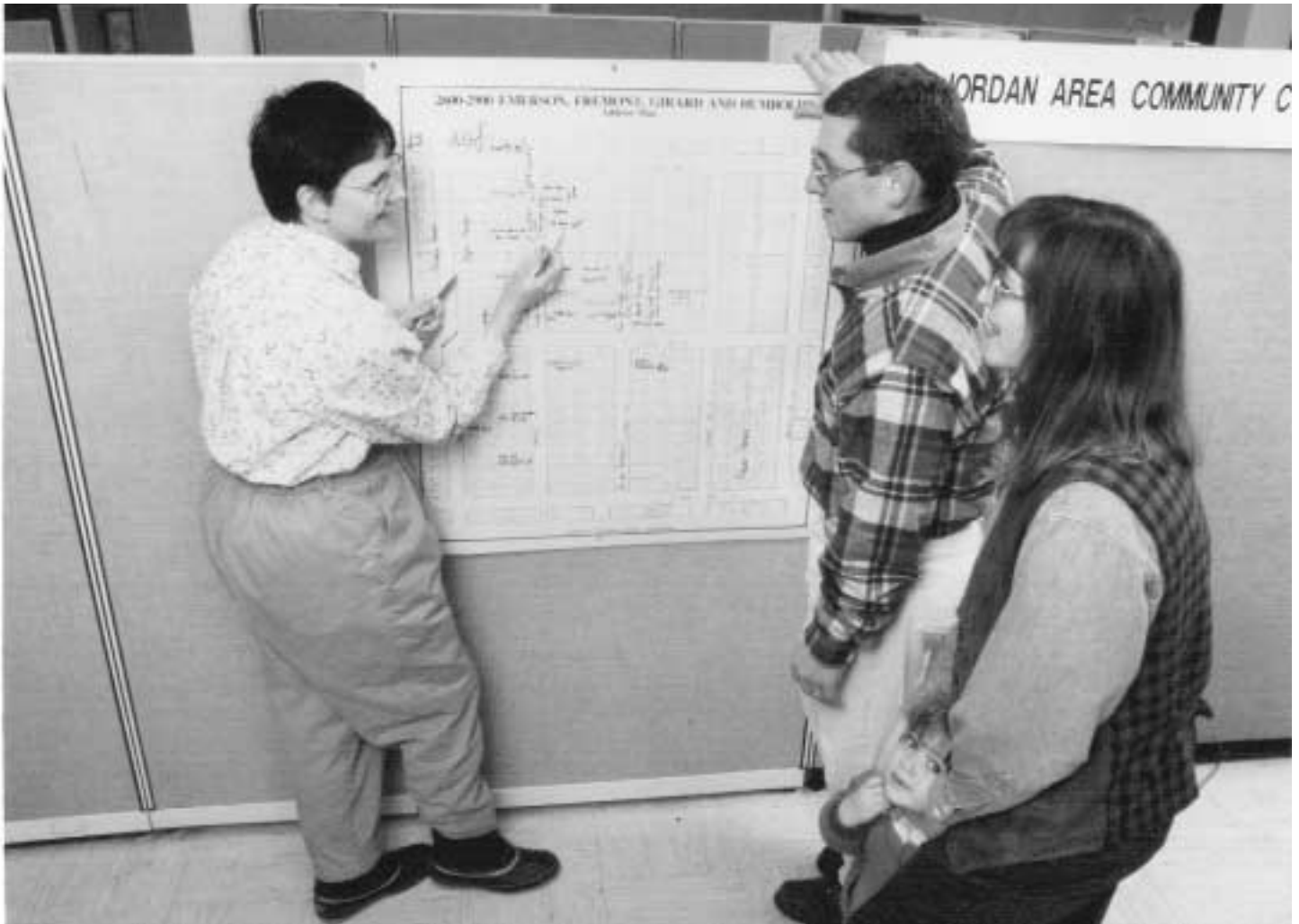
This spring, UNN has matched a class in Urban Geographic Information Systems (GIS) at the University of Minnesota with eight Twin Cities neighborhoods to work on neighborhood GIS projects.

with both trepidation and excitement . . . Although the initial fears and concerns slowly subsided with the frequency of my visits to this inner-city area, shedding the image of being an outsider plagued me throughout the course of our research." But, he concluded, "Crossing back over the Lake Street bridge, I no longer view this landmark as a boundary, but rather a link and connection between two metropolitan communities."

The Benefits of Collaboration

An evaluation of the pilot phase of UNN, at the end of the spring term in 1997, revealed that despite the challenges of cooperation, neighborhoods, faculty, and students were almost unanimously satisfied with their collaborative projects. Thirty-five of the thirty-six participants that completed the evaluation stated that they were pleased with the experience and would recommend

participation to their peers.

The evaluation showed that neighborhoods were anxious to collaborate with the University. "Neighborhood organizations do not have enough resources and the UNN provided a resource for a project that we would have not done without the help," one participant said. Neighborhood staff appreciated being able to delegate a project to students, who worked efficiently and had definite deadlines for completion. They saw student projects as a useful alternative to volunteer efforts that sometimes languish. UNN students freed up staff time to accomplish other important tasks. Eighty-nine percent of the spring neighborhood participants were satisfied with the performance of the students. All of the neighborhoods said they would use UNN again and would recommend participation to another neighborhood group.

For many students, neighborhood

projects were time consuming and at times frustrating, but overall they valued the opportunity to have a more practical learning experience and a taste of the challenges of working in the real world. Students cited the opportunity to work on a project that applied course theory to a real situation as a major advantage of UNN. "It gave me more depth and application," one student said. Students choose neighborhood projects based on their interests, so many noted that they gained a good foundation of knowledge. Seventy-nine percent said that their UNN project experience will influence their future work. Some will use their project as the basis for a thesis or Plan B paper.

UNN has resulted in unexpected projects and more awareness of the field of neighborhood work. In several cases, students, once presented with the idea of applied neighborhood research, contacted the neighborhood organiza-

tion in their community to inquire about needed projects. Other students mentioned that they now understand the depth of work that neighborhood organizations accomplish and would like to get involved as a volunteer. Students also mentioned that the project increased their interest in urban neighborhoods and introduced them to a possible employment field they were unaware of. One student said, "It has increased my interest in urban neighborhoods . . . now I want to move back to the city and get involved."

Faculty were excited to have students working on "real world" projects. They said that working with neighborhoods on applied research projects enhanced the quality of learning that took place in the classroom. Another advantage is "the work done by UNN prior to the start of the quarter in organizing the community projects." Using the network for identifying projects "makes an otherwise difficult task much easier." Instructors commented that UNN gave them an opportunity to expand their community networks. "It is very valuable to have UNN maintain these contacts. (It) makes the university visible and relevant to the community and helps faculty in identifying projects."

Faculty were satisfied with the project proposals created by neighborhoods, but said it is important to work closely with neighborhood liaisons to refine project expectations so that they are realistic for students. The quality of the relationship between the faculty person, neighborhood liaison, and student is an important element to successful projects. Adequate project planning time is needed prior to the start of the term for faculty and neighborhoods to iron out the specifics of a project. UNN hopes that as the roles become clear, relationships between specific neighborhoods and faculty will form and allow for more depth and continued research assistance to neighborhoods. As one neighborhood participant said, "I firmly believe that the University of Minnesota and other colleges have a huge pool of talented people in need of practical experience. This co-operation could bring great resources to our neighborhood so that the relationships are formed and cemented."

Neighborhood Projects in 1998

To date, thirty-two projects have been completed with twenty-two different neighborhood organizations. The total number of neighborhoods that are a part of the network has grown to include forty organizations across Minneapolis and St. Paul. Ninety-three students have complete projects for Twin Cities neighborhoods and twenty faculty have submitted courses to be a part of the University-Neighborhood Network.

During the winter and spring 1998 terms, seven classes at the University of Minnesota and Augsburg College will be participating in UNN. A graduate level course on Strategic Planning and Management has students working with the Bancroft Neighborhood Association to prioritize the neighborhood's strategic planning issues. Undergraduates taking The History of the Twin Cities at Augsburg are working with the Beltrami neighborhood to compile a history of Beltrami as "Minneapolis' Little Italy," while students in Information Systems and Projects, also at Augsburg, are working with the Stevens Square Community Organization to develop a volunteer database.

Eight neighborhoods are collaborating with a graduate level geography class, Urban Geographic Information Systems, taught during spring term at the University of Minnesota. A geography graduate student, supported by NPCR, is working closely with neighborhood groups, students, and instructors on the neighborhood GIS projects. On March 5th, the neighborhood groups attended a neighborhood GIS workshop, where they learned geographic information systems basics and worked to refine project proposals.

The opportunities for classroom and neighborhood collaboration seem to be endless. University-Neighborhood Network staff are already planning for the 1998-1999 academic year. If you are a faculty member, neighborhood activist, student, or just interested in this exciting work, feel free to visit our web site, http://freenet.msp.mn.us/org/npcr/projects/unn/ or contact Stephanie Otto at 625-0744, e-mail: sotto@hhh.umn.edu or Kris Nelson at 625-1020 e-mail: nelso193@tc.umn.edu.

■ **Stephanie Otto is a graduate student in the Humphrey Institute of Public Affairs at the University of Minnesota, where she is specializing in social policy and public nonprofit management. She is also working, during the 1997-98 academic year, to help develop the University-Neighborhood Network, following work done by Katya Ricketts in 1996-97. Otto's interest in university-neighborhood collaboration began as an undergraduate at DePaul University where she worked with a team of university and community researchers to evaluate an infant mortality reduction program in Chicago's Grand Boulevard community.**

Neighborhood Studies On-Line

Neighborhood Planning for Community Revitalization has produced close to ninety reports to date. Most NPCR reports can be viewed at the NPCR Website http://freenet.msp.mn.us/org/npcr. These reports can also be read in the CURA library (330 HHH Center, 301 19th Ave. S., Minneapolis) or ordered by calling 625-5584.

Crime

Jordan Neighborhood Crime Research, 1995, by Bryan Crystal, NPCR 1017.

Neighborhood Livability in Minneapolis: Three Studies, The Criminal Justice System in Hennepin County…, 1995, by S. Alger, S. Hagglund and J. Avidon, NPCR 1030.

Crime Prevention Through Environmental Design in the Bancroft Neighborhood, 1996, by Eric Phillips, NPCR 1034.

Restorative Justice in the Context of Community: An Analysis for the Central City Neighborhoods Partnership, 1996, by Gena Gerard, NPCR 1046.

A Primer for Developing a Community-Based Restorative Justice Model, 1997, by Gena Gerard, NPCR 1074.

Economic Development

Providing Support for an Innovative Neighborhood Economic Development Strategy: Report on a Survey of the Needs of Home-based Business in the Marcy-Holmes Neighborhood, 1994, by Sacha Z. Peterson, NPCR 1001.

Field/Regina/Northrup Neighborhood: Home-based Business and Commercial Business Survey, 1994, by Sacha Z. Peterson, NPCR 1002.

Hennepin Avenue Task Force. Background Report for Martin and Pitz Consultant Team, 1994, by Deborah G. Martin, NPCR 1003.

Lake Street Business Profile for the Powderhorn Park Neighborhood Association and the Lake Street Task Force, 1994, by Terri Peterson, NPCR 1004.

Northeast Minneapolis Central Avenue Commercial Corridor: Business Survey Report, 1995, by Joshua Aaron, NPCR 1010.

Southeast Industrial Area Economic Development Study: Phase I and Phase II, 1995, by M. Kane, E. Malaby, and M. Goode, NPCR 1011.

Survey of Home-Based Businesses in the Powderhorn Park Neighborhood, 1995, by Erin Mullen, NPCR 1023.

Survey of Service Providers and Business on Franklin Avenue. People of Phillips, 1995, by Lee O'Dell. NPCR 1024.

Whittier Alliance Home-Based Business Results, 1995, by John Brothers, NPCR 1029.

Harrison Neighborhood Association: Business Development Along Glenwood Avenue, 1996, by Jason Star, NPCR 1032.

Handbook for Navigating through the Minneapolis Commercial Corridor Process, 1996, by B. Lukermann, M. Zimmerman, and D. Martin, NPCR 1038.

Survey Report: The Needs and Issues of Home-Based Businesses in the CARAG Neighborhood, 1996, by Laurie Berkwitz, NPCR 1045.

Coordinating Community-Based Economic Development in the Phillips Neighborhood: Approaches and Challenges of the People of Phillips, 1996, by Noriko Osada, NPCR 1052.

A Manual: How to Conduct a Home-Based Business Survey for Twin Cities Neighborhoods, 1997, by Laurie Berkwitz, NPCR 1054.

Welfare Reform and the Phillips Neighborhood: Areas of Concern, 1997, by Oriane Casale, NPCR 1060.

A Neighborhood Economic Development Handbook, 1997, by Noriko Osada, NPCR 1062.

Commercial Activities in Dayton's Bluff/District 4: A Business Profile for the Dayton's Bluff Community Council, 1997, by Julie Colby, NPCR 1066.

Strategies of Economic Development: East Side Neighborhood Development Company, 1997, by Virginia Johnson, NPCR 1071.

Powderhorn Park Neighborhood Node Study, 1997, by Joel Spoonheim, NPCR 1075.

Saint Paul District 10 Business Survey, 1997, by Haila Maze, NPCR 1076.

Employment

Implementing the Stevens Square-Loring Heights Common Social Services Plan: An Examination of the NiCo Employment Project, 1996, by Courtney Knox, NPCR 1044.

Employment and Business Survey in the Phillips Neighborhood, 1996, by Noriko Osada, NPCR 1051.

Report on Youth Activities and Employment, 1997, by Joseph Isaacs, NPCR 1073.

Report on Employers' Needs in the West Side Neighborhood, Saint Paul, Minnesota, 1997, by Patricia Gladchild, NPCR 1078.

Environment

Marcy-Holmes Neighborhood Environmental Profile, 1994, by Jennifer Brown, NPCR 1007.

Columbia Park Environmental Profile, 1995, by Scott Ek, NPCR 1016.

Kenny Neighborhood Association Wetland Bird Foraging: Comparative Study, 1995, by Colleen Allen, NPCR 1025.

Grass Lake: Past, Present, and Future Kenny Neighborhood Association, 1996, by Lanya Ross, NPCR 1031.

Stop Night Noise! Building Neighborhood Capacity and Power, 1996, by Cara Letofsky, NPCR 1048.

Cleveland Neighborhood Issues Campaign: The Cleveland Clean-Up, 1996, by Kristine Hatcher, NPCR 1049.

Improving Water Quality in the Minneapolis Chain of Lakes and Minnehaha Creek: Stake Holders and Potential Strategies, 1997, by Andrzej Kozlowski, NPCR 1053.

Marcy-Holmes Neighborhood Environmental Profile, 1997, by Betsy Carlson, NPCR 1056.

Automobile Recycling Alternatives: Why Not? 1997, by Alison Altschuller, NPCR 1057.

Cooperative Recycling in Dinkytown: Reduce, Reuse, Recycle, 1997, by Andy Williams, NPCR 1061.

West Side Community Environmental Inventory, 1997, by Andy Williams, NPCR 1063.

Upper Harbor Terminal Policy & Action Research Report, 1997, by Christina Dollhausen, NPCR 1067.

Hale, Page, Diamond Lake Wetlands, 1997, by Charity Miller, NPCR 1082.

History

Hale-Page-Diamond Lake: A Neighborhood History for Today, 1995, by Leah Chizek, NPCR 1021.

Historical Assessment of Holland Community Housing, 1996, by Sandra Paddock, NPCR 1027.

Stevens Square-Loring Heights, A Community Defined, 1997, by Liddy Howard, NPCR 1058.

St. Anthony East the History of a Community, 1997, by Suzanne McCabe, NPCR 1064.

Windom: Historical Perspectives, 1995, by Jennifer Holt, NPCR 1068.

Aurora/St. Anthony Neighborhood Development Corporation Sixteen Year Progress Report, 1997, by Francisca Stephen, NPCR 1080.

A Brief History of CARAG, 1998, by Nicholas Herman, NPCR 1086.

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Whittier Homeownership Center Targeting Project, 1994, by E. Malaby and T. Brady-Leighton, NPCR 1005.

Summary of Neighborhood Housing Programs Submitted to the Field-Regina-Northrup Neighborhood Revitalization Project, 1994, by Steve Johnson, NPCR 1008.

Proposal for Creation of a Housing Partnership in the Stevens Square Community, 1994, by John Borders, NPCR 1009.

Neighborhood Home Improvement Loan Fund Handbook, 1995, by Ryan Pulkrabek, NPCR 1013.

Neighborhood in Transition: An Analysis of Factors Influencing Property Value Change in the McKinley Neighborhood, 1995, by Deborah Raucher, NPCR 1019.

Neighborhood Housing Condition: Survey Methodology, 1996, by Linda McCarthy, NPCR 1040.

The Fiscal Impacts of the St. Paul Houses to Homes Program, 1997, by Ed Goetz, NPCR 1055.

Health Care for Houses: Suggestions to Help Market Boarded and Vacant Houses for Rehabilitation in the Central Neighborhood, 1997, by Lisa Watson, NPCR 1069.

Creating a Housing Database for the East Side Neighborhood of St. Paul, Minnesota, 1997, by Stephanie Kellner, NPCR 1072.

Accessing Housing Data in Saint Paul and Ramsey County, Minnesota, 1997, by Stephanie Kellner, NPCR 1077.

MCDA and Single-Family Housing Development in Minneapolis: Report to the United Neighborhoods Coalition, 1997, by Stuart Alger, NPCR 1079.

Land Use

Linden Hills & Fulton Neighborhoods Land Use Impact Study and Potential Sites for a Neighborhood Community Center/Gym Facility, 1997, by Jane Jacobson, NPCR 1065.

Indoor Recreational Spaces Study, 1997, by Julia McFadden, NPCR 1083.

Neighborhood Survey

Linden Hills Library Community Survey: Final Report, 1995, by Mark Weigle, NPCR 1014.

Lind-Bohanon Neighborhood Assessment, 1996, by Matthew Lambert, NPCR 1036.

Organizing

Neighborhood Resource Center Coalition: Lowry Hill East, Marcy-Holmes, Corcoran, Hale, Page, Diamond Lake, Victory Northeast Reps, 1994, by Nolan Venkatrathnam, NPCR 1006.

Phillips Neighborhood Lead Collaborative: Final Report, 1995, by Chue Kong Thao, NPCR 1013.

Personnel and Organization Management Manual for Minneapolis Neighborhood Organizers, 1995, by Minneapolis Training Program for Neighborhood Organizers, NPCR 1026.

Single Parents Building Community in the Corcoran Neighborhood, 1995, by Mary Zanmiller, NPCR 1022.

Telling Stories and Creating Jobs: Community Arts as a Tool for Social Change, 1996, by Josh Saunders, NPCR 1043.

Building Community in Seward Neighborhood, 1997, by Nancye Belding, Mary Beth Neal, and Marina Kosyakovsky, NPCR 1070.

Profiles of Successful African-Americans in Our Communities, 1997, by Heather Mickelson, NPCR 1081.

Cedar Riverside NRP Directory, 1998, by Devon Idstrom, NPCR 1085.

Public Health

Lyndale Neighborhood: Health Indicators, Social Research and the Civic Process, 1995, by Guy M. Trombley, NPCR 1028.

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Implementation Study of the Stevens Square-Loring Heights Common Social Services Plan, 1996, by David Bosser, NPCR 1041.

Fulton NRP Education Task Force Effective Education/Community Programs, 1996, by Jennifer Gillespie, NPCR 1042.

Licensed Child Care Market in Phillips, 1996, by Oriane Casale, NPCR 1050.

What Twelve to Fifteen Year-Olds Want: A Reference for After School Youth Programmers, 1998, by Jessica Bakkene, NPCR 1087.

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Neighborhood Transportation Planning Issues and Strategies in the Linden Hills Neighborhood, 1995, by John Levin, NPCR 1020.

Bicycles in Audubon Park, 1996, by Seth Spielman, NPCR 1033.

Stone Arch Bridge Continued: A Plan for 6th Avenue, 1996, by Ryan Pulkrabek, NPCR 1035.

Linden Hills Bicycle & Pedestrian Path Project: Report and Recommendations, 1996, by D. Kelly and D. Johnson, NPCR 1037.

Kenny Bicycle Planning Group, 1996, by Michael Riley, NPCR 1047.

Central Avenue Parking Inventory, a Part of the Central Avenue Plan, 1997, by Betsy Carlson, NPCR 1059.

Transit Utilization in the East Harriet Neighborhood, 1998, by Shehryar Sarwar, NPCR 1084.

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Neighborhood Planning for Community Revitalization. Annual Report: Year One, 1995, by Patricia Gladchild, NPCR 1012.

Bridging Two Worlds: NPCR Program Evaluation Final Report for the First Three Years—1993-1994 to 1995-1996, 1996, by Patricia Gladchild, NPCR 1039.

THOMAS L. ANDING

Thomas L. Anding, who served as Associate Director of CURA from 1969 until his partial retirement in 1991, died of cancer March 16, 1998, at his adopted home in Tucson, Arizona. Tom was a native son, growing up in and around Lake City and Wabasha, studying geography at the University of Minnesota, and returning to work at the University with the Upper Midwest Economic Study before joining CURA. Like most of us at CURA, Tom had some management duties, but he was more interested in the "real stuff" and he led many of our projects, ranging widely from Minnesota educational reform, to peat management in the northern part of the state, to the evolution of retail trade centers around the region, to rural ground water quality, to planning and transportation issues on Indian reservations. Tom brought two great strengths to his work at CURA: first there was his extraordinary knowledge of and love for the richness and diversity of Minnesota and its people and politics, and second, Tom was one of those rare individuals who knew both intellectually and instinctively how to bridge the gaps between town and gown. Tom's contributions to CURA and the University are immeasurable and we will miss him.

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