



Northwest Area Foundation backs three NorthWay initiatives

The St. Paul-based Northwest Area Foundation has awarded NorthWay Community Trust a three-year, \$1.75 million grant to support three initiatives: Twin Cities Center for Arts and Technology, a center for building a skilled, competent workforce in North Minneapolis; Northside Achievement Zone, a model for organizing community members around the healthy development of children; and the Main Street Corridor Project, a program to prepare North Minneapolis residents for small business ownership.

This grant marks a decision by NorthWay and the Northwest Area Foundation to change the relationship between the two organizations. For the last five years, they participated in a partnership agreement to implement a community-developed, 10-year poverty reduction strategy. That relationship has now moved to a more targeted one whereby Foundation support will assist Northway's efforts to develop the three projects in North Minneapolis.

"The Foundation's commitment to reduce poverty and achieve sustainable prosperity in North Minneapolis is reflected in our continued support of NorthWay as it convenes the talent, experience and energy that exists among nonprofits and other change agents in North Minneapolis to create lasting change," said Gary Cunningham, Northwest Area Foundation Vice President of Programs and Chief Program Officer.

SPECIAL ANNUAL REPORT 2007 EDITION

NorthWay restructures to meet challenges ahead

NorthWay Community Trust has always been about change. It was founded on the belief that change was essential in order to achieve the community-developed vision of reducing poverty and increasing wealth in North Minneapolis' 13 neighborhoods.

Since the beginning, NorthWay has led the charge to address systemic problems, develop long-term solutions, and operate across sectors, organizations, programs and traditional neighborhood boundaries in order to fundamentally change the entire Northside community. It has brought together citizens, service providers and government agencies in collaborative efforts to improve the quality of life for North Minneapolis residents. And, it's with that focal point in mind that it tackles the most urgent issues on the Northside.

After five years, however, NorthWay Community Trust is adjusting the way it works in the community. It will maintain its role as convener and change agent with efforts centered on building and sustaining community coalitions necessary to measurably reduce the rate of unemployment, improve high school graduation rates, and increase the number of locally-owned and operated businesses.

Specifically, NorthWay will be dedicating its resources to and leading three essential initiatives funded through a \$1.75 million grant from the Northwest Area Foundation: the Northside Achievement Zone, the Twin Cities Center for Arts and Technology, and a "Main Street" commercial corridor project (see page 2).

In these trying economic times, NorthWay, like many other organizations, is seeking to operate as efficiently and effectively as possible, which includes reducing operating costs. Getting leaner provides NorthWay with a window of opportunity to diversify and build its funding base over the next 12 to 18 months. The NorthWay board and staff will be working diligently during this time to do just that, as well as implementing the emerging initiatives.

In other changes, NorthWay will discontinue making partnership investments in the community and will reduce staff from a four-person office to two. Executive Director Wesley Walker and Administrative Assistant Loreda Berry remain on board.

This redirection occurs as NorthWay and the Northwest Area Foundation have changed their relationship. The Foundation's latest grant is in line with its new strategic plan, which seeks to reduce poverty in three outcome areas: increasing assets and wealth, building capacity and leadership, and improving public policy solutions.

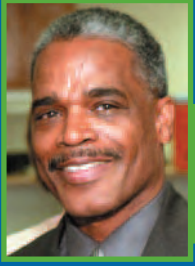
NWAF Vice President of Programs and Chief Program Officer Gary Cunningham said, "We are committed to making significant long-term investments in North Minneapolis to reduce poverty over time. Our reframed relationship with NorthWay provides both organizations with the flexibility and accountability needed to target our efforts for greater impact."

"The three projects supported by our latest grant to NorthWay have great potential for lasting poverty-reduction and prosperity-building in North Minneapolis," said Cunningham. With this newest grant to Northway, NWAF has invested over \$6.75 million in North Minneapolis in the last five years.

NorthWay Executive Director Wesley Walker said, "We look forward to our continued partnership with the Foundation as we bring people to the table to harness our collective resources to resolve the root causes of poverty on the Northside."

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Wesley's Words

They say the only thing constant is change. Perhaps here in North Minneapolis we haven't seen enough change. Over the last 40 years, the quality of life has not improved at a level commensurate with the amount of resources that have been invested in the community. Despite more than 150 nonprofits serving the Northside, and the hundreds of millions of dollars invested by private and public entities, we simply have not made enough progress in our efforts to create a safe, prosperous and viable community for our residents.

The NorthWay Board believes our challenges are too great to continue doing business as usual. That, coupled with the economic downturn and a modified relationship with the Northwest Area Foundation, has prompted us to reassess our goals and further focus efforts to create a new reality for Northside residents, their families and future generations. We will continue our role as change agent and community convener, and work specifically to build and sustain the coalitions in North Minneapolis necessary to:

- Reduce the rate of unemployment
- Improve high school graduation rates
- Increase the number of locally-owned and operated businesses

Despite the economy and world situation, many people have noted this may be "the dawn of a new day." With renewed optimism, we hope a stronger belief in "Yes We Can" and our new, laser-sharp focus will help us all achieve our vision for North Minneapolis.

We hope you'll join us as we pave this path to prosperity.

Wesley Walker
Executive Director
wwalker@northwaycom.org

NorthWay prioritizes work to build connections and capacity

To say that a bad economy and a decreased budget necessitated NorthWay to evaluate its work would only tell half the story. We believe that we have to find a way to bring new organizational value to the community. Although it was difficult to say good-bye to NorthWay staff members Allan Malkis, research and evaluation coordinator, and Lance Knuckles, outreach manager, NorthWay will produce measurable results by focusing on three community collaboratives that are currently in the works.

- **Twin Cities Center for Arts and Technology**, which is based on the thriving Manchester-Bidwell Project in Pittsburgh and successfully replicated around the nation, will focus on building a skilled, competent workforce in North Minneapolis. The project is now entering Phase II – a feasibility study to assess the need and readiness of the community, including community-based organizations, businesses and corporations, leadership capacity and funding potential.

NorthWay will be working closely with the National Center for Arts and Technology team and the collaborative partners (**Subzero Collective, Minneapolis Downtown Council and the Grassroots Public Policy Institute**) to meet with a wide range of organizations and individuals over the next 12 to 18 months.

- **The Northside Achievement Zone (NAZ)** has just hired a project manager to guide the planning and implementation process. **Michelle Palo**, will oversee the replication of the successful Harlem Children's Zone model for organizing community members around the healthy development of its children.



Michelle Palo

The NAZ will work to create significant, positive opportunities, support and education for all children and their families living in designated "Achievement Zones" in North Minneapolis. NorthWay and the **Peace Foundation** are facilitating the collaboration.

Organizational partners include the **Ackerberg Group, City of Minneapolis, Local Initiative Support Corporation (LISC) Twin Cities, Minneapolis Public Library, Minneapolis Public Schools, Plymouth Christian Youth Centers (PCYC), Reuben Lindh Family Services, the Sanctuary Community Development Corporation, Shiloh Temple International Ministries, TC Christian Foundation, University of Minnesota's 500 Under 5, University of Minnesota's Urban Research & Outreach/Engagement Center (U-ROC) and Urban Homeworks.**

- **The Main Street Corridor Project** is based on a model similar to one developed by Local Initiative Support Corporation (LISC) Chicago to create community wealth. The Project will prepare North Minneapolis residents for small business ownership, including franchises. The project will also support Northside organizations engaged in economic development and entrepreneurship training. Collaborative partners include **Northside Economic Opportunity Network (NEON) and West Broadway Business & Area Coalition (WBC).**

WHAT IS COLLABORATION?

Mayor R.T. Rybak — CITY OF MINNEAPOLIS

North Minneapolis is filled with strong, empowered people making their community better. The challenge now is to forge all this energy together to create change none of us could make on our own. That's true collaboration, and the kind of impact Northway is having on North Minneapolis.

Right on the money

When Corijran Simms wanted to learn about money management, she believed the information would be too important to keep to herself. So she persuaded her church, Shiloh Temple International Ministries in North Minneapolis, to sponsor a class for community members. Partnering with NorthWay Community Trust and Shiloh, WomenVenture began offering its Financial Literacy program on the Northside in 2007.

This free program helps participants invest in their futures and build a strong foundation of economic principles, tools and action plans. Since taking “From Debt to Assets: Four Cornerstones of Financial Literacy”

in 2007, Corijran has been able to use what’s she’s learned and to reflect on the program’s benefits.

“I learned so many practical things,” she said. “Like the importance of credit scores and how to read my credit report.” She also learned about creating a budget, tracking expenses, reducing debt, building assets, and establishing relationships with banks. “I respect money,” she said. “It can work for you and against you. But you can’t get it on your side, if you don’t know how to manage it.”

Corijran Simms was quick to give credit to Shawna Thompson, Financial Literacy manager, who helped “to put us at ease with her kind and patient style.” She also praised partnerships like NorthWay, WomenVenture and Shiloh Ministries, which brought practical life skill services to the Northside. “True prosperity isn’t just about individuals, it’s about community,” said Corijran.



Corijran Simms, a 2007 Financial Literacy participant, reviewed her budget while at Sumner Library in North Minneapolis. She took the initiative to bring the program to the Northside, but gave thanks to her husband, her mother, and her church for providing her with the inspiration.



Thirty Northside residents took part in Financial Literacy training in 2007-08.

WHAT IS COLLABORATION?

John Helgeland — NORTHWAY COMMUNITY TRUST BOARD CHAIR

Collaboration matters because no individual or sole organization has the ability to do everything that needs to be done in the community. Through collaboration, a diversity of ideas and resources can be brought to tackle the toughest issues confronting our community. ■ Because collaborations include local community experts, collaborative success will build social capital and community assets throughout the process, providing the collaboration the ability to ensure that any solution benefits the community.

Shawna Faith Thompson FINANCIAL LITERACY MANAGER, WOMENVENTURE

Collaboration is so important because it allows us to rely on each others’ expertise in a group effort to accomplish common goals in the communities where we live, work and worship.

Connie Beckers — NORTHSIDE ARTS COLLECTIVE

A successful collaboration reaps benefits for all while forming new skills in negotiating, working as a team and finding a unity in unlikely partnerships; like the arts and health communities. Successful collaboration involves equal representation void of judgment and prejudice. Successful collaboration begins with the start of the idea and builds with input from everyone at the table.

Grover Jones NEON

In today’s economy, resources are dwindling and the competition for those resources is intensifying. Collaborative efforts leverage resources and talents in such a way that they that serve more with less. Collaborations also allow organizations to view projects from a different perspective, which fosters creativity and news ways of approaching the problems and needs of the constituents we serve.

Cynthia Fernandez 2007 PUBLIC POLICY LEADERSHIP TRAINING PROGRAM PARTICIPANT

Collaboration is the combination of resources, ideas, networks and individuals coming together to reach a common goal. ■ Collaborations are vital in establishing the best of community service by opening doors to communicating our strengths and weaknesses as it relates to assisting one another. ■ The ingredients for a successful collaboration are communication, service and sharing.

Building knowledge also includes being in the know

Although Hawthorne Neighborhood resident Deborah Lewis was involved in community activities, she wasn't *really* involved in community activities. That is, until she joined the Northside Public Policy Leadership Training Program.

As a family engagement specialist with Minneapolis Public Schools, Deborah helps connect parents to education opportunities to ensure their children's academic success. But she wanted to develop those same sort of strong connections in her neighborhood, where she has lived for 18 years.

Although her block club met regularly, residents seemed disengaged and reluctant to speak out despite the growing presence of crime and violence. Then in 2007, Deborah received an email, which she said, "was like a blessing from heaven." The notice from NorthWay Community Trust was recruiting new participants for the Leadership Training Program and she "jumped right on board."

"I knew I wanted to be a lead person. But I needed the tools and they were providing the tools," Deborah said.

Since her "graduation," Deborah said she's more confident doing the work of community organizing. "But I don't have to do it myself," she said. A lot of what she learned was how to get buy-in and gain consensus, and to persuade people to take responsibility and be accountable.

Her block club has monthly "gatherings" (they don't like to call them meetings) and often includes council members who represent North Minneapolis precincts. Deborah is proud of the more collaborative atmosphere, and the fact that people now expect to see news and updates about what is going on. "We're on the same page," she said.

Deborah credits her Leadership Training Program team members with her growth as a community leader. They continue to stay in touch and provide each other with support and advice. "I couldn't have done it without them," she said. "I see it as an 'us,' not a me."

Deborah Lewis opens her home for her monthly block club gatherings where neighbors come together to discuss how to deter crime and improve the quality of life in their area. Deborah's participation in the Northside Public Policy Leadership Training Program gave her the organizing skills she needed to help her lead the neighborhood group.



WHAT IS COLLABORATION?

Jessica Rogers NORTHWAY FAMILY PROJECT FAMILY COACH

Collaboration in the community has always been important, but more so now than ever with the state of our economy. When community and governmental agencies collaborate on a common cause or issue, resources can run longer and deeper into the community. By this I mean each organization has unique capabilities and when we collaborate, our personal, financial and volunteer resources will last longer and reach further into the community than when we're working alone.

Michele Livingston 2007 PUBLIC POLICY LEADERSHIP TRAINING PROGRAM PARTICIPANT

What makes a successful collaboration is the OPEN dissection, discussion and bringing together – after careful thought-processing of pros and cons by the group – an idea that through *consensus* will be manifested into a goal, and therefore, carried out through a series of steps and or *participatory action items evenly and skillfully distributed* among the group.

Diane Hofstede — MINNEAPOLIS CITY COUNCIL – 3RD WARD

Collaboration is what we do and how we operate our city, our neighborhoods, businesses, and our profit and non-profit organizations. It is how we achieve results. ■ Collaboration matters because it engages our community, builds leadership, is a vehicle for solving tough issues, reduces the "work load," and provides shared successes – as in the case of North Way Community Trust's many achievements. Regardless of the outcome, we have the benefit of learning together and building relationships. ■ A successful collaboration is one that affords participants the opportunity to learn new skills, and build relationships that will last well beyond a project.

Statement of Financial Position

NORTHWAY COMMUNITY TRUST AS OF DECEMBER 31, 2007

ASSETS

Current Assets	
Cash and Cash Equivalents	\$ 1,701,448
Fiscal Agent Cash	23,717
Pledges Receivable	21,000
Accounts Receivable	1,328
Prepaid Expenses	4,291
Total Currents Assets	\$ 1,751,784
Property and Equipment, Net of Accumulated Depreciation of \$21,883 in 2007	29,142
Security Deposit	3,000
Total Assets	\$ 1,783,926

LIABILITIES AND NET ASSETS

Current Liabilities	
Accounts Payable	\$ 2,313
Grants Payable	190,000
Fiscal Agent Liability	23,717
Total Current Liabilities	216,030
Net Assets	
Unrestricted	1,567,896
Total Liabilities and Net Assets	1,783,926

UNRESTRICTED SUPPORT AND REVENUE

Contributions – Minneapolis Foundation	\$ 2,298,423
Contributions – Other	1,290
Investment Income	14,410
Other Income	732
Total Support	2,314,855

EXPENSES

Program Services	\$ 831,425
Management and General	236,148
Total Expenses	1,067,573
Change in Unrestricted Net Assets	1,247,282
Net Assets, Beginning of 2007	320,614
Net Assets, End of 2007	\$ 1,567,896

NORTHWAY COMMUNITY TRUST

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Victory Resident

Song Vang
Entrepreneur

Tamara Ward
*Minneapolis Public
Housing Authority*

Macey Wheeler
Near North Resident

Initiatives and collaborations started in 2007

- NorthWay Family Project
- Manchester Bidwell Replication Collaborative (Twin Cities Center for Arts and Technology)
- North Minneapolis Early Care and Education Project
- NorthWay Wealth Creation Strategy Group
- Financial Literacy Training Program
- Harlem Children's Zone (Northside Achievement Zone)

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Minneapolis Public Housing Authority

Macey Wheeler
Near North Resident



Bringing people to the table is one of NorthWay's strengths. In 2009, NorthWay will restructure and focus its work to concentrate on convening and strengthening collaborative efforts on the Northside.

CLEVELAND FOLWELL HARRISON JORDAN LIND-BOHANNON
MCKINLEY NEAR NORTH SHINGLE CREEK SUMNER GLENWOOD
WEBBER-CAMDEN WILLARD-HAY VICTORY