

MEMORANDUM

To: Policy Board Members and Alternates

From: Robert D. Miller, Director

Date: December 15, 2004

Subject: Corcoran Neighborhood Phase II Neighborhood Action Plan

The Corcoran Neighborhood Organization (CNO) is submitting their Phase II Neighborhood Action Plan for your review and approval. The neighborhood completed a review of their Phase I activities in January 2004 and obtained approval for their Phase II Participation Agreement on June 24, 2004. CNO has contracted 100% of their Phase I NRP funds and has expended 99%. A copy of the Phase I Review is attached for your information.

The neighborhood has been developing its Phase II plan since establishing an NRP Steering Committee in June 2004. The Steering Committee used the evaluation, door-to-door surveys, community meetings, the Latino organizing project, focus groups and steering committee meetings to obtain information included in the Plan. The final plan was presented for neighborhood approval at a widely publicized community meeting held on November 30, 2004.

The Corcoran Phase II neighborhood action plan requests a total NRP appropriation of \$410,440. This includes \$35,232.50 approved on August 20th, 2003 as an early access allocation from the Phase II Plan Development Fund. The appropriation requested is consistent with the Phase II allocations that were approved by the Policy Board on April 19th, 2004.

The Management Review Team has reviewed and forwarded this plan for approval and a preliminary legal review of the plan has also been completed. Changes recommended by the NRP Staff, MRT and external legal counsel have been accepted by the neighborhood and incorporated into the Plan. Based upon these reviews and the request of the neighborhood, I recommend that that Policy Board adopt the following resolution.

WHEREAS: On April 19, 2004, the Minneapolis Neighborhood Revitalization Program (NRP) Policy Board approved a Phase II allocation for the Corcoran neighborhood of \$410,440 based on the Phase II revenues projected for NRP;

WHEREAS: The Corcoran neighborhood conducted an extensive Phase II neighborhood planning process during 2004 and has submitted a Corcoran NRP Phase II Neighborhood Action Plan that requests a Phase II allocation of \$410,440;

BE IT RESOLVED: That the Minneapolis Neighborhood Revitalization Program Policy Board (Board) hereby accepts and adopts the Corcoran NRP Phase II Neighborhood Action Plan dated December 2004;

RESOLVED FURTHER: That the Board hereby authorizes the Director to request the City Council and Mayor [a] amend the 2005 General Appropriation resolution by increasing the Community Planning and Economic Development Department agency Fund CNR – NRP Program Fund (CNR0-890-3550) by \$410,440 and [b] authorize the appropriate City officers to enter into any contracts or agreements necessary to implement the activities above;

RESOLVED FURTHER: That up to 70 percent of the amount approved for this plan (\$287,308) shall be available for obligation in the first three (3) years after approval of the appropriation for this plan.



Corcoran Neighborhood Revitalization Plan

**Phase II
Approved December 2004**

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Introduction to the Plan

The Corcoran Neighborhood Organization's (CNO) Board and NRP Phase II Steering Committee proudly present the following plan. Corcoran has benefited immensely from NRP Phase I and we anticipate building upon that success with Phase II.

CNO has done an outstanding job of leveraging NRP funds to bring in additional dollars. Our Phase I Evaluation highlights our major accomplishments and illustrates how we were able to leverage millions of dollars. Leveraging and maximizing NRP funds remains a strong goal for CNO.

This document is presented as a guide for CNO. Our community is strong and full of assets and energy. As we implement Phase II, we will build from this strong foundation a place where everyone is welcome. We will strengthen new and existing businesses, foster partnerships, engage residents, develop new programs, connect youth, improve current programs, leverage funds and maintain a high level of livability.

Throughout this entire process, we were committed to the values of respect, inclusiveness, diversity and the well being of all in our community. These ideals cannot be seen individually with each goal, objective or strategy, but rather in the inter-related collections of actions necessary to maintain and strengthen our already vibrant community.

NRP Phase II Planning Process

CNO started planning for Phase II in August 2002 when the board, committees and staff evaluated the entire work of the organization and set long and short term goals. A formal Evaluation of NRP Phase I was completed in January of 2004. This evaluation included a random-sample door-to-door survey of the entire neighborhood. In addition, students from the University of Minnesota identified and conducted surveys of Latino residents and business owners as part of the Midtown Latino Organizing Project.

Armed with concrete goals for the organization, input from the community and a clear understanding of what worked in Phase I, the NRP Steering Committee began working on a draft of the Phase II Plan in June 2004. They used the following methods to get the word out about the plan:

- At least one article or announcement about the NRP Steering Committee process in the Corcoran Neighborhood News (CNN) from August to November. The paper is hand delivered to every household every month.
- Published the entire plan in the November issue of CNN.
- Included a survey in the June issue of CNN to ask residents what their concerns are in the neighborhood and what they'd like to see improve.
- Volunteers talked to residents about the plan at the Midtown Public Market on September 28.
- Volunteers and block club leaders door-knocked and hosted informational meetings on their blocks during October and November 2004.
- Neighborhood wide meeting on November 30, 2004 to approve the plan

Neighborhood Description

Corcoran neighborhood lies between Lake Street, 36th Street, Cedar Avenue and Hiawatha Avenues. According to the 2000 census data, there are 4,228 people in Corcoran in 1,547 households. Corcoran may be small but it is home to many assets including Corcoran Park, South High School, the Midtown Public Market, five churches, Anishinabe Academy, the Midtown YWCA, and the Midtown/Lake Street LRT station.

According to the 2000 census, 483 of the families in Corcoran have children, and 49 % of those are headed by a single parent. The median age in Corcoran is 30 with the highest number of people in the 25 to 34 year old range.

Corcoran is an urban residential neighborhood, bounded to the east, north and west by high traffic streets. We have good access to transit options including bus routes and the LRT. Corcoran developed and adopted (as has the City) the Corcoran Midtown Revival Plan to guide redevelopment along the Lake Street corridor.

The Corcoran Neighborhood Organization has been in existence since the mid-70s. During this time we have held general membership meetings open to all residents, and involved residents through active committees which currently include; Housing, Land Use & Transportation, Midtown Public Market Advisory, Outreach & Fundraising, and Restorative Justice. We have published The Corcoran Neighborhood News since 1985.

Funding Allocations

Total Plan Amount \$410,440

Funding Allocations Based on Plan Components

<u>Plan Components</u>	<u>Plan Amount</u>	<u>Percentage of Plan Total</u>
Housing	\$290,000	70%
Community Participation & Outreach	\$120,440	30%
Total	\$410,440	100%

Housing

Goal 1: Improve condition and appearance of housing in Corcoran through grass roots organizing

Objective 1: To maintain a Housing/Development Coordinator on staff at CNO

Strategy 1: This person will work closely with our program administrator, market NRP and non-NRP housing programs, assist residents through the process, and connect to existing programs. They will raise funds to supplement NRP housing dollars. They will also educate residents about housing maintenance, home repair, financial responsibility of homeownership, and hiring a contractor. They will work closely with residents to create block fix-up programs and maintain an active Housing Committee. They will host the Corcoran Problem Property Caucus which brings in resources to address problems in the neighborhood. They will work with the Land Use & Transportation committee to advocate for new housing as per the Midtown Revival Plan and work with developers to ensure a neighborhood voice in the redevelopment efforts. This person will help guide Corcoran residents through the logistics of Phase II and ensure that Corcoran meets its housing goals.

NRP Phase II Resources= \$163,000

Contract Manager: NRP

City Goal Addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.

Unified Housing Policy Compliance: 1. Consistency with the Minneapolis Plan and General Principles.

Objective 2: To improve the overall quality of rental property in Corcoran

Strategy 1: Promote owner occupied rental housing by creating housing programs that encourage owner occupancy

Strategy 2: Educate property managers, owners and renters about the neighborhood and its expectations

Strategy 3: Report any problem rental property to the Problem Property Caucus for review

- Strategy 4:** Work to create and maintain well-managed, affordable rental units in the neighborhood.
- Strategy 5:** Build relationships with quality property managers and owners in and out of the neighborhood

NRP Phase II Resources= \$0 (included in staff support)

Objective 3: Maintain homeownership levels

- Strategy 1:** Encourage owner occupancy
- Strategy 2:** Increase opportunities for people to become homeowners in the neighborhood by marketing home buyer's programs

NRP Phase II Resources: \$0 (included in staff support)

Objective 4: Advocate for new construction (where appropriate) and the Midtown Revival Plan

- Strategy 1:** Advocate for the replacement or rehabilitation of vacant and boarded structures
- Strategy 2:** Encourage affordable rental and ownership options in any redevelopment project
- Strategy 3:** Promote and encourage mixed-use development along Lake Street
- Strategy 4:** Encourage developers to utilize energy efficient building designs
- Strategy 5:** Work with developers and the City of Minneapolis through the site acquisition and preparation process for new construction

NRP Phase II Resources: \$0 (included in staff support)

Goal 2: Improve overall housing stock in Corcoran by offering financial tools or incentives

- Objective 1:** To continue to fund small matching grant programs that give residents the incentive to make safety, energy efficiency and exterior improvements to their homes.
- Objective 2:** To use NRP funds to help property owners improve their existing structures by offering a low interest rate loan fund
- Objective 3:** To use NRP funds to help property owners improve their existing structures by offering a low interest subsidy program
- Objective 4:** To use NRP funds to help rental property owners improve their existing structures by offering a Rental Property Improvement Loan fund

Objective 5: To use NRP funds to help property owners whose homes are in the most need of exterior improvements by offering a deferred loan program

Objective 6: To use NRP funds to help renters become first-time homebuyers in Corcoran

Objective 7: To use NRP funds to help low-income Corcoran homeowners in a housing emergency

Strategy: CNO may choose to participate in the NRP Housing Investment Fund program by selecting programs that best fit the needs of the neighborhood and allowing residents to decide which program they would like to access. Or, CNO may decide to set up programs directly with a program administrator that address the objectives listed above. CNO would like to make it as easy as possible for residents to access whichever program best fits their need.

NRP Phase II Resources: \$127,000

Contract Manager: Development Finance Division

City Goal Addressed by this strategy: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.

Unified Housing Policy Compliance: 1. Consistency with the Minneapolis Plan and General Principles.

Community Participation & Outreach (CP&O)

Goal 1: Provide the framework needed to accomplish our CP&O goals

Objective 1: To maintain an Executive Director on staff at CNO

Strategy 1: This person will provide planning, oversight, evaluation and monitoring services to all programs, finances, staff, NRP contracts, new program development and outreach activities. As noted elsewhere in this plan, the Executive Director will work on implementation of all strategies in this plan, including those that are not funded through NRP. It is estimated that the Executive Director's time will be spent in the following areas: 20% on administrative matters, 10% on housing issues, and 70% on non-housing issues.

NRP Phase II Resources: \$120,440 (35,232.50 from Phase II Plan Development Advance Funds)

Other Sources: \$145,000

Contract Manager: NRP

City Goal addressed by this strategy: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Objective 2: To maintain an office space and supplies to operate CNO programs

Strategy 1: Have sufficient funds for office and event supplies, maintenance, staff training, accounting, insurance, utilities, office equipment, postage and all other related operating expenses.

NRP Phase II Resources: \$0

Other Sources: Approx. \$30,000 per year

Goal 2: Become better connected with our Latino residents and business owners

Objective 1: Increase the participation of Latino's in CNO by creating programming that address the changing demographics in the neighborhood.

Strategy: CNO has partnered with the Longfellow Community Council and the Resource Center of the Americas on the Midtown Latino Organizing Project. The goal is to hire a Latino Organizer to do outreach specifically geared to address the concerns and interests of the growing Latino population in the area. CNO will seek non-NRP funding in the form of grants to support this position.

NRP Phase II Resources: \$0

Other Sources: \$50,000 per year

Goal 3: Create opportunities for neighbors to meet and interact

Objective 1: To bring our diverse community together

Strategy 1: Host events such as the Corcoran Corn Feed, Neighborhood night, Volunteer Recognition Dinner, Chatterbox fundraiser, etc.

Strategy 2: Continue the Corcoran Block Rep. and Welcome Wagon Programs

NRP Phase II Resources: \$0 (included in Staff Support)

Goal 4: Support neighborhood based businesses

Objective 1: To support home based businesses in Corcoran.

Objective 2: Promote existing and attract new local businesses which serve the needs of the community and provide job opportunities to area residents.

Strategy: CNO will help business owners organize a business committee that will offer support to and the promotion of local and home based businesses. Staff will also research and connect business owners to programs that may be of assistance to them.

NRP Phase II Resources: \$0 (included in Staff Support)

Goal 5: Implement the Corcoran Midtown Revival Plan

- Objective 1:** To create transit oriented development within the _ mile radius of the Midtown/Lake Street LRT station.
- Objective 2:** To attract new businesses to provide services for area residents and LRT riders.
- Objective 3:** To increase the number of housing units, both rental and ownership options, in the development area.

Strategy1: Continue to recruit talented members to the Land Use & Transportation Committee

Strategy 2: Maintain a staff person who is knowledgeable about Land Use issues

Strategy 3: Work with developers, CPED and City Officials to implement the Midtown Revival Plan

NRP Phase II Resources: \$0 (included in staff support)

Goal 6: Increase use of alternative forms of transportation for Corcoran residents

Objective 1: To increase Light Rail Transit and bus use by residents.

Objective 2: To increase commuter and recreational bike use.

Strategy: Promote alternative forms of transportation through education for new and existing residents. Promote *Transit Mortgages* in the neighborhood.

NRP Phase II Resources: \$0 (included in staff support)

Goal 7: Maintain and Improve the Midtown Public Market

Objective 1: To continue to operate the market in partnership with the Central MN Vegetable Growers Association and 6 neighborhood partners

Objective 2: To maintain sufficient staff to operate the market

Objective 3: To continue to create a vibrant community gathering place that provides the freshest of locally grown produce

Strategy 1: The market is Corcoran's #1 program priority. It is dependant on its partnerships, staff and volunteers to operate each year. The market committee will continue to evaluate its long-term options to ensure that a market is a strong component in any future development at the site.

NRP Phase II Resources: \$0

Other Sources: Approx. \$70,000 per year

Goal 8: Continue the Corcoran Neighborhood News

Objective 1: To maintain the monthly publication of the Corcoran Neighborhood News which provides valuable communication between CNO and its residents and business owners.

Strategy 1: Maintain a Newspaper Editor on staff

NRP Phase II Resources: \$0

Other Sources: \$10,000 per year

Goal 9: Increase the Safety and Livability of the Neighborhood

Objective 1: To maintain the Midtown Community Restorative Justice Program (MCRJ) in partnership with the Powderhorn Park neighborhood Association (PPNA)

Strategy 1: Continue to have representation from Corcoran on the MCRJ council

Strategy 2: Help to support MCRJ financially when possible

NRP Phase II Resources: \$0

Other Sources: The Program budget is approx. \$135,000 per year (PPNA is the fiscal agent)

Strategy 3: Community Oriented Public Safety Initiative Reserve Fund (COPS)

Utilize directed patrolling services as outlined in the COPS proposal and contract with the Mpls. Police Department (3rd precinct)

NRP Phase II Resources: \$16,735.71 (COPS Funds)

Objective 2: To address problem properties in the neighborhood that cause a nuisance to others or are not being maintained

Strategy 1: Maintain involvement on the Problem Property Caucus

Strategy 2: Work with CCP/SAFE and block club leaders

Objective 3: To decrease prostitution in the neighborhood

Strategy 1: Continue to support groups like NAG, Restorative Justice, PRIDE, 3rd Precinct Advisory Council and Volunteers of America

Phase II NRP Resources: \$0 (included in Goal 1)

Goal 10: Support Corcoran Youth

Objective 1: To partner with local organizations and individuals to create unique opportunities for youth in Corcoran.

Objective 2: To connect youth to local programming

Strategy 1: Because there are many great youth serving institutions in the area, CNO will not place a heavy emphasis on developing youth programming. It will focus on promoting existing youth programs and work to continue our good relationship with Corcoran Park, the YWCA, the YMCA, Anishinabe Academy, South High and Atrebla Early Learning Center.

Strategy 2: Staff will support volunteers in creating unique opportunities for our neighborhood youth.

Phase II NRP Resources: \$0 (Included in staff support)

CORCORAN NEIGHBORHOOD PHASE II NRP ACTION PLAN

	2003-EARLY ACCESS		2004		NRP			
	NRP	NRP	NRP	NRP	PHASE II	PROGRAM	OTHER	
ACTIVITY	HOUSING	OTHER	HOUSING	OTHER	TOTAL	INCOME	FUNDS	CHANGES
HOUSING (page 5)								
1.1.1. Housing/Development Coordinator			163,000		163,000			
2.1-7.1. Housing Programs			127,000		127,000			
COMMUNITY PARTICIPATION AND OUTREACH (page 8)								
1.1.1. CNO Executive Director		35,232.50		85,207.50	120,440		145,000	
1.2.1. CNO Office Space					0		30,000	
2.1.1. Latino Organizer					0		50,000	
7.1-3.1. Midtown Market					0		70,000	
8.1.1. Corcoran Neighborhood News Editor					0		10,000	
9.1.2. Midtown Community Restorative Justice Prog.					0		135,000	
9.1.3. Community Oriented Public Safety Initiative		<i>see * below</i>			-		100,414	
TOTAL	0	35,232.50	290,000	85,207.50	410,440	0.00	540,414	
APPROVED EARLY ACCESS - PLAN DEV'L	35,232.50				35,233			
ACTION PLAN REQUEST	35,232.50		375,207.50		410,440			
APPROVED EARLY ACCESS - COPSIRF *	16,735.71				7,810			
ADMINISTRATIVE FUNDS IN PLAN	35,232.50		85,207.50		120,440	29.34%		
ADMIN FUNDS FOR HOUSING					55,193			
TOTAL HOUSING ALLOCATION					345,193	84.10%		
AMOUNT AVAILABLE (70%) IN 1ST 3 YEARS **	35,232.50		252,075.50		287,308			

* - The Bancroft, Bryant, Central, Corcoran, Powderhorn Park, Standish and Ericsson Community Oriented Public Safety Initiative (Community Participation and Outreach 9.1.3.) was funded through the NRP Community Oriented Public Safety Initiatives Reserve Fund (COPSIRF) for a total of \$117,150; Corcoran's portion of the allocation is \$16,735.71. However, since the allocation is from the Community Oriented Public Safety Initiatives Reserve Fund, the allocation is not included in the total Action Plan Request calculated above, nor does it count against the neighborhood's Phase II allocation.

** - On March 22, 2004, the NRP Policy Board adopted a policy that requires each neighborhood to limit its Phase II Neighborhood Action Plan obligations to no more than 70% of of their neighborhood allocation during the first three years following approval of its action plan.

CORCORAN NEIGHBORHOOD PHASE II NRP ACTION PLAN

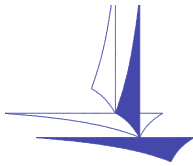
ACTIVITY	COMMENTS				CONTRACT ADMINISTRATOR			
HOUSING (page 5)								
1.1.1. Housing/Development Coordinator					NRP			
2.1-7.1. Housing Programs					DFD			
COMMUNITY PARTICIPATION AND OUTREACH (page 8)								
1.1.1. CNO Executive Director					NRP			
1.2.1. CNO Office Space								
2.1.1. Latino Organizer								
7.1-3.1. Midtown Market								
8.1.1. Corcoran Neighborhood News Editor								
9.1.2. Midtown Community Restorative Justice Prog.								
9.1.3. Community Oriented Public Safety Initiative	Funded through COPSIRF				Police			

Corcoran Neighborhood Phase II NRP Action Plan (Corcoran 2.xls)

Date Created: October 13, 2004

Last Revision: November 23, 2004

Prepared By: Robert Cooper, Finance, 673-5239



Minneapolis
City of Lakes

Office of the City Coordinator

John Moir
City Coordinator

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MEMORANDUM

Date: December 14, 2004

To: Policy Board Members and Alternates

From: John Moir, Chair, Management Review Team

Subject: **Corcoran Neighborhood Phase II Neighborhood Action Plan**

The Management Review Team (MRT) met on December 9 and reviewed the Corcoran Neighborhood Phase II Neighborhood Action Plan. Residents of the neighborhood met with staff from the Community Planning and Economic Development department prior to the December MRT meeting to consider suggestions offered by CPED staff based on their review of the plan.

The neighborhood was able to clarify and address many of the concerns raised by CPED staff but not all of the suggestions or concerns were resolved. Attached is a memorandum from CPED outlining their remaining issues.

After completing the discussion, and recognizing that the remaining issues have to be resolved at the policy maker level, the MRT thanked the neighborhood for their work on the plan and agreed with the NRP Director that this plan and the CPED comments were ready to be forwarded to the NRP Policy Board for action.

Community Planning & Economic Development

Crown Roller Mill, 105 Fifth Ave. S.
Suite 200
Minneapolis, MN 55401



MEMORANDUM

Date: December 8, 2004

TO: John Moir, Chair, NRP Management Review Team
Members, NRP Management Review Team
Corcoran Neighborhood Organization

FROM: Jeff Schneider and Pam Miner, CPED Representatives to the MRT

SUBJECT: **CPED Comments on Proposed Phase II Action Plan: Corcoran**

Contributors: Planning Division: Mike Larson
Housing Division: Cynthia Lee, Edith Johnson
Economic Development: John Harrington
Administration: Jeff Schneider
Finance/Development Finance Division: Bob Cooper, Don Snyder

The following comments are based on the November 11th version of the plan, and related spreadsheet prepared by Bob Cooper. A summary of key financial aspects is as follows:

NRP Funds:	\$410,440
Other Funds:	\$540,414
Allocation to housing:	\$345,193 (84%, which includes a prorated portion of admin)
Allocation to admin:	\$120,440 (29%, which includes 9% for plan development)

Several CPED and DFD staff met with a group of Corcoran board members and their staff person on November 17. To our knowledge, there had been no contact with CPED staff regarding the plan prior to this meeting, although DFD staff had previously met with Corcoran staff on selected aspects of the plan. The neighborhood was in the final stages of completing its plan by the time of this meeting.

GENERAL COMMENTS

Consider a more balanced ratio of program funds to staff:

The neighborhood is proposing to allocate \$283,440 (69%) of its Phase II resources to support two staff people, one of which would be dedicated to assisting residents and the organization with various housing projects and programs. The balance of Phase II NRP funds (\$127,000 or 31%) would be used to fund any of seven proposed housing loan/grant funds. Staff suggests further consideration of this allocation to insure that the neighborhood's highest housing needs are best achieved by this ratio of capital to non-capital uses.

Consider multi-year timetable:

The plan would be more complete if it could include a projected multi-year spending plan as was the case with Phase I plans; aggregating the total allocation in one lump sum gives the impression that there is no priority among strategies or thought given to spacing out the suggested funds.

Identification of contract administrators and vendor category:

Contract administrators were generally identified; it would be helpful if the proposed category of vendor (public agency, neighborhood organization, or third-party) was also identified.

Allocation to administrative functions (29%) appears high:

Although a portion of this allocation was for plan development activities over the last couple of years, staff suggests that the neighborhood review the remaining administrative allocation to insure that the neighborhood's highest programmatic needs are adequately addressed, especially in light of last year's NRP ordinance amendments that capped total annual administrative spending by both neighborhoods and central NRP administration at 20%.

CONSISTENCY W/ THE COMPREHENSIVE PLAN

Please see the separate memo from the CPED Planning Division.

CONSISTENCY W/ THE JUNE 2004 UNIFIED HOUSING POLICY

Housing Goal 1, Objective 2, Strategy 4 indicates an intent to create affordable multifamily housing; however, the strategy is not as clear as it could be and there is no NRP funding allocated. There are several other opportunities within the neighborhood to address various aspects of this policy which are not directly identified in the plan at this time. For example, the 31st and Hiawatha multifamily housing site likely will need some gap financing. Corridor housing strategies will be needed along Hiawatha, Lake Street and Cedar Avenue that incorporate high-density mixed-use development.

STRATEGY-SPECIFIC COMMENTS

Housing Goal 2, Objectives 1 – 7 (“various financial tools or incentives”):

There is one overall dollar amount allocated to these seven different programs. Consideration should be given to specifying distinct allocations to each objective.

The difference between Objectives 2 and 3 should be clarified.

Consideration should be given to incorporating income limits to these seven programs to target the resources to those households with the highest need.

Corcoran Neighborhood Phase II NRP Plan

Review for consistency with *The Minneapolis Plan*

Review conducted by: *Mike Larson, Senior Planner*

Date: *November 16th, 2004*

Other applicable small area plans: *Corcoran Midtown Revival*

Neighborhood Goal/Objective/Strategy	Consistent with <i>The Minneapolis Plan</i> policy #
Housing	
<u>Goal 1: Improve condition and appearance of housing in Corcoran through grass roots organizing</u>	
<i>Objective 1: To maintain a Housing/Development Coordinator on staff at CNO</i>	
Strategy 1: This person will work closely with our program administrator, market NRP and non-NRP housing programs, assist residents through the process, and connect to existing programs. They will raise funds to supplement NRP housing dollars. They will also educate residents about housing maintenance, home repair, financial responsibility of homeownership, and hiring a contractor. They will work closely with residents to create block fix-up programs and maintain an active Housing Committee. They will host the Corcoran Problem Property Caucus which brings in resources to address problems in the neighborhood. They will work with the Land Use & Transportation committee to advocate for new housing as per the Midtown Revival Plan and work with developers to ensure a neighborhood voice in the redevelopment efforts. This person will help guide Corcoran residents through the logistics of Phase II and ensure that Corcoran meets its housing goals.	Many housing and development policies in the Marketplace: Neighborhoods chapter and City Form chapter.
<i>Objective 2: To improve the overall quality of rental property in Corcoran</i>	
Strategy 1: Promote owner occupied rental housing by creating housing programs that encourage owner occupancy	4.14
Strategy 2: Educate property managers, owners and renters about the neighborhood and its expectations	4.14
Strategy 3: Report any problem rental property to the Problem Property Caucus for review	4.14, 7.10
Strategy 4: Work to create and maintain well-managed, affordable rental units in the	4.10

neighborhood.	
Strategy 5: Build relationships with quality property managers and owners in and out of the neighborhood	n/a
Objective 3: Maintain homeownership levels	
Strategy 1: Encourage owner occupancy	n/a
Strategy 2: Increase opportunities for people to become homeowners in the neighborhood by marketing home buyer's programs	n/a
Objective 4: Advocate for new construction (where appropriate) and the Midtown Revival Plan	
Strategy 1: Advocate for the replacement or rehabilitation of vacant and boarded structures	4.15
Strategy 2: Encourage affordable rental and ownership options in any redevelopment project	4.10, 4.11
Strategy 3: Promote and encourage mixed-use development along Lake Street	4.1, 4.3 (9.28), 4.18 (9.36)
Strategy 4: Encourage developers to utilize energy efficient building designs	7.9
Strategy 5: Work with developers and the City of Minneapolis through the site acquisition and preparation process for new construction	9.6, 9.7
Strategy 6: Work to maintain the character of the neighborhood when considering new construction	9.7, 9.8, 9.11, 9.15
Goal 2: Improve overall housing stock in Corcoran by offering financial tools or incentives	
Objective 1: To continue to fund small matching grant programs that give residents the incentive to make safety, energy efficiency and exterior improvements to their homes.	
Objective 2: To use NRP funds to help property owners improve their existing structures by offering a low interest rate loan fund	
Objective 3: To use NRP funds to help property owners improve their existing structures by offering a low interest subsidy program	
Objective 4: To use NRP funds to help rental property owners improve their existing structures by offering a Rental Property Improvement Loan fund	
Objective 5: To use NRP funds to help property owners whose homes are	

in the most need of exterior improvements by offering a deferred loan program	
Objective 6: To use NRP funds to help renters become first-time homebuyers in Corcoran	
Objective 7: To use NRP funds to help low-income Corcoran homeowners in a housing emergency	
Strategy: CNO may choose to participate in the NRP Housing Investment Fund program by selecting programs that best fit the needs of the neighborhood and allowing residents to decide which program they would like to access. Or, CNO may decide to set up programs directly with a program administrator that address the objectives listed above. CNO would like to make it as easy as possible for residents to access whichever program best fits their need.	4.10, 4.11, 4.12, 4.14, 7.9

Community Participation & Outreach (CP&O)	
<u>Goal 1: Provide the framework needed to accomplish our CP&O goals</u>	
Objective 1: To maintain an Executive Director on staff at CNO	
Strategy 1: This person will provide planning, oversight, evaluation and monitoring services to all programs, finances, staff, NRP contracts, new program development and outreach activities.	No policies address specific neighborhood organizational or administrative needs.
Objective 2: To maintain an office space and supplies to operate CNO programs	
Strategy 1: Have sufficient funds for office and event supplies, maintenance, staff training, accounting, insurance, utilities, office equipment, postage and all other related operating expenses.	No policies address specific neighborhood organizational or administrative needs.
<u>Goal 2: Become better connected with our Latino residents and business owners</u>	
Objective 1: Increase the participation of Latino's in CNO by creating	

programming that address the changing demographics in the neighborhood.	
Strategy: CNO has partnered with the Longfellow Community Council and the Resource Center of the Americas on the Midtown Latino Organizing Project. The goal is to hire a Latino Organizer to do outreach specifically geared to address the concerns and interests of the growing Latino population in the area. CNO will seek non-NRP funding in the form of grants to support this position.	1.1, 1.8
Goal 3: Create opportunities for neighbors to meet and interact	
Objective 1: To bring our diverse community together	
Strategy 1: Host events such as the Corcoran Corn Feed, Neighborhood night, Volunteer Recognition Dinner, Chatterbox fundraiser, etc.	1.1
Strategy 2: Continue the Corcoran Block Rep. and Welcome Wagon Programs	1.1
Goal 4: Support neighborhood based businesses	
Objective 1: To support home based businesses in Corcoran.	
Objective 2: Promote existing and attract new local businesses which serve the needs of the community and provide job opportunities to area residents.	
Strategy: CNO will help business owners organize a business committee that will offer support to and the promotion of local and home based businesses. Staff will also research and connect business owners to programs that may be of assistance to them.	2.8
Goal 5: Implement the Corcoran Midtown Revival Plan	
Objective 1: To create transit oriented development within the _ mile radius of the Midtown/Lake Street LRT station.	
Objective 2: To attract new businesses to provide services for area residents and LRT riders.	
Objective 3: To increase the number of housing units, both rental and ownership options, in the development area.	
Strategy1: Continue to recruit talented members to the Land Use & Transportation Committee	n/a
Strategy 2: Maintain a staff person who is knowledgeable about Land Use issues	n/a
Strategy 3: Work with developers, CPED and City Officials to implement the Midtown	9.6, Midtown Revival Plan

Revival Plan	
<u>Goal 6: Increase use of alternative forms of transportation for Corcoran residents</u>	
Objective 1: To increase Light Rail Transit and bus use by residents.	
Objective 2: To increase commuter and recreational bike use.	
Strategy: Promote alternative forms of transportation through education for new and existing residents. Promote <i>Transit Mortgages</i> in the neighborhood.	8.5, 8.6, 8.7, 8.9, 8.11, 4.20 (9.38)
<u>Goal 7: Maintain and Improve the Midtown Public Market</u>	
Objective 1: To continue to operate the market in partnership with the Central MN Vegetable Growers Association and 6 neighborhood partners	
Objective 2: To maintain sufficient staff to operate the market	
Objective 3: To continue to create a vibrant community gathering place that provides the freshest of locally grown produce	
Strategy 1: The market is Corcoran's #1 program priority. It is dependent on its partnerships, staff and volunteers to operate each year. The market committee will continue to evaluate its long-term options to ensure that a market is a strong component in any future development at the site.	1.1, 1.2
<u>Goal 8: Continue the Corcoran Neighborhood News</u>	
Objective 1: To maintain the monthly publication of the Corcoran Neighborhood News which provides valuable communication between CNO and its residents and business owners.	
Strategy 1: Maintain a Newspaper Editor on staff	1.1
<u>Goal 9: Increase the Safety and Livability of the Neighborhood</u>	
Objective 1: To maintain the Midtown Community Restorative Justice Program (MCRJ) in partnership with the Powderhorn Park neighborhood Association (PPNA)	
Strategy 1: Continue to have representation from Corcoran on the MCRJ council	1.10
Strategy 2: Help to support MCRJ financially when possible	1.10
Strategy 3: Community Oriented Public Safety Initiative Reserve Fund (COPS)	1.10

Utilize directed patrolling services as outlined in the COPS proposal and contract with the Mpls. Police Department (3rd precinct)	
Objective 2: To address problem properties in the neighborhood that cause a nuisance to others or are not being maintained	
Strategy 1: Maintain involvement on the Problem Property Caucus	4.14., 7.10
Strategy 2: Work with CCP/SAFE and block club leaders	1.9, 1.10, 1.11
Objective 3: To decrease prostitution in the neighborhood	
Strategy 1: Continue to support groups like NAG, Restorative Justice, PRIDE, 3 rd Precinct Advisory Council and Volunteers of America	1.10, 1.11
Goal 10: Support Corcoran Youth	
Objective 1: To partner with local organizations and individuals to create unique opportunities for youth in Corcoran.	
Objective 2: To connect youth to local programming	
Strategy 1: Because there are many great youth serving institutions in the area, CNO will not place a heavy emphasis on developing youth programming. It will focus on promoting existing youth programs and work to continue our good relationship with Corcoran Park, the YWCA, the YMCA, Anishinabe Academy, South High and Atrebla Early Learning Center.	1.3, 1.4, 1.6, 6.3
Strategy 2: Staff will support volunteers in creating unique opportunities for our neighborhood youth.	1.6

APPENDIX A

The Minneapolis Plan Policies

<u><i>The Minneapolis Plan Policy #</i></u>	
Chapter 1	Community Building
1.1	Minneapolis will promote opportunities and activities that allow neighbors and residents to get to know each other better.
1.2	Minneapolis will encourage both private and public development that provides gathering spaces in city neighborhoods.
1.3	Minneapolis will encourage public institutions to coordinate their programming and facilities in order to function as neighborhood centers.
1.4	Minneapolis will encourage activities that rely on coordinated programming and facilities use with community partners in the volunteer, nonprofit and private sectors.
1.5	Minneapolis will promote neighborhood-based arts activities.
1.6	Minneapolis will promote community-based initiatives in youth programming.
1.7	Minneapolis will recognize and celebrate its history.
1.8	Minneapolis will take steps to eliminate discrimination against protected classes and promote a wider understanding of the value of diversity in our community.
1.9	Minneapolis will work to enhance the appeal of city living by improving residents' actual and perceived sense of safety and security.
1.10	Minneapolis will continue to support community-based initiatives to assure safety and to prevent crime in neighborhoods.
1.11	Minneapolis will intensify law enforcement and secure more convictions for criminal offenses.
1.12	Minneapolis will ensure that public safety infrastructure adequately meets residents' needs.
1.13	Minneapolis will protect and improve residents' health by preventing disease, disability and violence.

Chapter 2	The Market in the City
2.1	Minneapolis will increase its share of economic prosperity in the region.
2.2	Minneapolis will support the existing economic base by providing adequate land and infrastructure to make city sites attractive to businesses willing to invest in high job density and low impact, light industrial activity.
2.3	Minneapolis will continue to provide high quality physical infrastructure to serve the needs of business.
2.4	Minneapolis will develop its technological and information infrastructure in order to offer high quality working environments to businesses.
2.5	Minneapolis will focus resources and efforts on building a skilled and employable work force in livable wage occupations.
2.6	Minneapolis will focus resources and efforts on connecting residents to living wage jobs.
2.7	Minneapolis will continue to pursue the removal of barriers that prevent residents from holding living wage jobs.
2.8	Minneapolis will develop the existing economic base by emphasizing business retention and expansion.
2.9	Minneapolis will strengthen long-term confidence in the economy by building innovative public to private sector partnerships.
Chapter 3	Marketplaces: Growth Centers
3.1	Minneapolis will designate and develop selected Growth Centers which will be well served by transit and alternative transportation, have superior amenities, accommodate a range of housing needs and offer attractive employment opportunities.
3.2	Minneapolis has adopted Downtown 2010 as a component of the City's Comprehensive Plan and envisions downtown Minneapolis in the year 2010 as one of the nation's finest urban centers; a place of prosperity, civilization and civic pride, that will serve as the center for the metropolitan area, the state and surrounding region.
3.3	Minneapolis will create a Growth Center plan for the University of Minnesota/ SEMI area, similar to the Downtown 2010 plan which would guide decisions and investment in the area, recognizing the contributions from existing plans and planning processes.
3.4	Minneapolis will create a Growth Center plan for the South Phillips area, similar to the Downtown 2010 plan which would guide decisions and investment in the area, recognizing the contributions from existing plans and planning processes.
3.5	Minneapolis will establish priorities in the designation of future Growth Centers from the list of Potential Growth Centers in order to guide future changes in land use and development.

Chapter 4	Marketplaces: Neighborhoods
4.1	Minneapolis will encourage reinvestment along major urban corridors as a way of promoting growth in all neighborhoods.
4.2	Minneapolis will coordinate land use and transportation planning on designated Community Corridors streets through attention to the mix and intensity of land uses, the pedestrian character and residential livability of the streets, and the type of transit service provided on these streets.
4.3	Minneapolis will support development in Commercial Corridors where it enhances the street's character, improves its ability to accommodate automobile traffic and foster pedestrian movement, and expands the range of goods and services offered.
4.4	Minneapolis will continue to provide a wide range of goods and services for city residents, to promote employment opportunities, to encourage the use and adaptive reuse of existing commercial buildings, and to maintain and improve compatibility with surrounding areas.
4.5	Minneapolis will identify Neighborhood Commercial Nodes that provide a shopping environment of small-scale retail sales and commercial services and are compatible with adjacent residential areas.
4.6	Minneapolis will support a limited number of Auto-Oriented Shopping Centers, while promoting their compatibility with the surrounding area and their accessibility to bus, bicycle and foot traffic.
4.7	Minneapolis will identify and support Activity Centers by preserving the mix and intensity of land uses and enhancing the design features of each area that give it a unique and urban character.
4.8	Minneapolis will enhance Downtown's position as a regional retail center which provides a shopping experience that is entertaining and unique in the region.
4.9	Minneapolis will grow by increasing its supply of housing.
4.10	Minneapolis will increase its housing that is affordable to low and moderate income households.
4.11	Minneapolis will improve the availability of housing options for its residents.
4.12	Minneapolis will reasonably accommodate the housing needs of all of its citizens.
4.13	<i>ELIMINATED.</i>
4.14	Minneapolis will maintain the quality and unique character of the city's housing stock, thus maintaining the character of the vast majority of residential blocks in the city.
4.15	Minneapolis will carefully identify project sites where housing redevelopment or housing revitalization are the appropriate responses to

	neighborhood conditions and market demand.
4.16	Minneapolis will work closely with Neighborhood Revitalization Program (NRP) planning and implementation to ensure that plans are consistent with the city's Housing Policy.
4.17	Minneapolis will promote housing development that supports a variety of housing types at designated Major Housing Sites throughout the city.
4.18	Minneapolis will encourage both a density and mix of land uses in TSAs that both support ridership for transit as well as benefit from its users.
4.19	Minneapolis will require design standards for TSAs that are oriented to the pedestrian and bicyclist and that enforce traditional urban form.
4.20	Minneapolis will provide direct connections to transit stations for pedestrians, bicyclists, and bus riders.
4.21	Minneapolis recognizes that parking is a necessary part of the urban environment, but will limit the amount, location and design of parking in TSAs in order to encourage and support walking, bicycling, and transit use.
Chapter 5	Learning
5.1	Minneapolis will support the Minneapolis Public School's efforts to restructure its curriculum and instruction to improve student achievement.
5.2	Minneapolis will invest human and financial resources in nurturing healthy children and providing them with a safe school environment.
5.3	Minneapolis will encourage the further development of community connections to public schools.
5.4	Minneapolis will promote and expand opportunities for adult learning that recognize our diverse communities of interest.
5.5	Minneapolis will build on the educational activities of colleges, universities and technical schools in the Twin Cities region.
5.6	Minneapolis will support a strong library system with excellent services, programs and collections to meet a variety of informational and educational needs.
5.7	Minneapolis will expand access to digital information and communications technology.
5.8	Minneapolis will encourage the growth of partnerships and learning opportunities that prepare students for the world of work.

Chapter 6	Leisure & Culture
6.1	Minneapolis will identify, protect and manage environmental resources so that they contribute to residents' experience of nature, the parks system and the city.
6.2	Minneapolis will develop and support a system of urban parks and 'greenway' connections throughout the City.
6.3	Minneapolis will offer a diverse range of programming and recreational facilities for resident use.
6.4	Minneapolis will make parks secure, attractive places and ensure that these facilities are accessible, enjoyable and safe.
6.5	Minneapolis will continue to promote the economic and creative vitality of arts activities based in the city, both as a regional center for art with an international presence as well as a unique arts environment that responds to local specialty interests.
6.6	Minneapolis will continue to support the role of arts in tourism and community pride.
Chapter 7	Natural Ecology
7.1	Minneapolis will manage the use of the city's environmental resources (including air, water and land) in order to meet present needs while considering future concerns.
7.2	Minneapolis will support the current airport location but advocate measures to reduce its noise impact.
7.3	Minneapolis will control non-airport sources of noise pollution through the permit review process.
7.4	Minneapolis will encourage the planting and preservation of trees and other vegetation.
7.5	Minneapolis will protect and sustain its water resources.
7.6	Minneapolis will take measures to reduce water consumption and encourage water conservation.
7.7	Minneapolis will provide clean and ready to develop sites for business activity occurring within the city's boundaries.
7.8	Minneapolis will continue to support pollution prevention programs as an important first step in maintaining a healthy physical environment.
7.9	Minneapolis will make buildings more energy efficient.
7.10	Minneapolis will enhance the safety and appearance of our built environment through education, inspection and enforcement.
7.11	Minneapolis will operate waste management programs that focus on reducing solid waste, reusing and recycling materials.
7.12	Minneapolis will play a leadership role in setting up examples and pilot projects.

Chapter 8	Movement
8.1	Minneapolis will maintain and enhance the elements of a responsive transportation system through balancing the interests of economic development and neighborhood livability.
8.2	Minneapolis recognizes that most city streets continue to be places where people live and work, and secondarily function as methods of moving vehicles; reconciling inherent conflicts will require collaboration and compromise among stakeholders
8.3	Minneapolis will continue to build, maintain and require a pedestrian system which recognizes the importance of a network of private and public sidewalks which achieve the highest standards of connectivity and amenity.
8.4	Minneapolis will continue to build and maintain road infrastructure in order to assure resident and motorist safety and mobility within the city.
8.5	Minneapolis will strengthen the transportation system in favor of transit alternatives in order to make transit a better choice for a range of transportation needs.
8.6	Minneapolis will follow a policy of “Transit First” in order to build a more balanced transportation system than the current one.
8.7	Minneapolis will direct its share of regional growth to areas well served by transit, to existing and potential growth centers and along transit corridors.
8.8	Minneapolis will continue to aggressively pursue transit improvements in corridors which serve major transit origins and destinations, with the eventual goal of a region wide rail system, including Light Rail Transit (LRT) and commuter rail.
8.9	Minneapolis will work with Metro Transit to improve the focus, priority and overall service offered by the existing transit system.
8.10	Minneapolis will promote the accessibility of downtown Minneapolis by improving and balancing the existing transportation system.
8.11	Minneapolis will continue to enhance the opportunities for cyclist movement.
8.12	Minneapolis will facilitate the development of communications infrastructure to support the continued growth of the city's economic base.
Chapter 9	City Form
9.1	Minneapolis will continue to flourish as the ‘City of the Waters’, the financial capital of the Upper Midwest and the service center of the grain belt.
9.2	Minneapolis will continue to preserve the natural ecology and the historical features that define its unique identity in the region.

9.3	Minneapolis will support the preservation and expansion of the existing open space network, including greenways.
9.4	Minneapolis will promote preservation as a tool for economic development and community revitalization.
9.5	Minneapolis will support the development of residential dwellings of appropriate form and density.
9.6	Minneapolis will work with private and other public sector partners to invest in new development that is attractive, functional and adds value to the physical environment.
9.7	Minneapolis will work with institutional partners to assure that the scale and form of new development or expansion will occur in a manner most compatible with the surrounding area.
9.8	Minneapolis will maintain and strengthen the character of the city's various residential areas.
9.9	<i>ELIMINATED</i>
9.10	Minneapolis will support efforts that recognize both the increased visibility and importance of corner properties and the role of gateways in enhancing traditional neighborhood character.
9.11	Minneapolis will support urban design standards that emphasize a traditional urban form in commercial areas.
9.12	Minneapolis will promote design solutions for automobile parking facilities that reflect principles of traditional urban form.
9.13	Minneapolis will restore and maintain the traditional street grid.
9.14	Minneapolis will increase citizen awareness of preservation and the important role it plays in fostering community revitalization and civic pride.
9.15	Minneapolis will protect residential areas from the negative impact of non-residential uses by providing appropriate transitions.
9.16	Minneapolis will encourage new development to use human scale design features and incorporate sunlight, privacy, and view elements into building and site designs.
9.17	Minneapolis will build on recent initiatives to use Crime Prevention Through Environmental Design (CPTED) principles when designing all projects that impact the public realm, including open spaces and parks, on publicly owned and private land.
9.18	Minneapolis will establish land use regulations, in order to achieve the highest possible development standards, enhance the environment, promote flexibility in approaches and otherwise carry out the comprehensive plan.
9.19	Minneapolis will utilize master planning and regulatory techniques for areas of 100,000 square feet, or 15 acres or greater, so that resultant development or redevelopment is efficient, functional and attractive, incorporating high levels of amenities and meeting public objectives for protection and preservation of the natural environment.

9.20	Minneapolis will maintain and annually update maps which are consistent with the requirements of the Metropolitan Council, including an existing land use map and maps of future land use, with the latter showing changes from current land uses including (a) staged development and infill within the urban area, (b) designated redevelopment areas.
9.21	Minneapolis will preserve and enhance the quality of living in residential neighborhoods, regulate structures and uses which may affect the character or desirability of residential areas, encourage a variety of dwelling types and locations and a range of population densities, and ensure amenities, including light, air, privacy and open space.
9.22	Minneapolis will promote increased housing production in designated areas of the City in order to accommodate population growth.
9.23	Minneapolis will continue to provide a wide range of goods and services for city residents, to promote employment opportunities, to encourage the use and adaptive reuse of existing commercial buildings, and to maintain and improve compatibility with surrounding areas.
9.24	Minneapolis will support continued growth in designated commercial areas, while allowing for market conditions to significantly influence the viability of a commercial presence in undesignated areas of the city.
9.25	Minneapolis will establish industrial districts to provide locations for industrial land uses, while ensuring that new industrial development is compatible with its surroundings.
9.26	Minneapolis will prioritize growth in light industrial land uses to increase the tax base and create jobs for city residents.
9.27	Minneapolis will coordinate land use and transportation planning on designated Community Corridors through attention to the mix and intensity of land uses, the pedestrian character and residential livability of the streets, and the type of transit service provided on these streets.
9.28	Minneapolis will support development in commercial corridors where it enhances the street's character, improves its ability to accommodate automobile traffic and foster pedestrian movement, and expands the range of goods and services offered.
9.29	Minneapolis will identify Neighborhood Commercial Nodes that provide a shopping environment of small-scale retail sales and commercial services and are compatible with adjacent residential areas.
9.30	Minneapolis will support a limited number of Auto-Oriented Shopping Centers, while promoting their compatibility with the surrounding area and their accessibility to bus, bicycle and foot traffic.
9.31	Minneapolis will identify and support Activity Centers by preserving the mix and intensity of land uses and enhancing the design features of each area that give it a unique and urban character.
9.32	Minneapolis will promote housing development that supports a variety of housing types at designated Major Housing Sites throughout the city.

9.33	Minneapolis will support the existing economic base by providing adequate land and infrastructure to make city sites attractive to businesses willing to invest in high job density, low impact, light industrial activity.
9.34	Minneapolis will designate and develop selected Growth Centers which will be well served by transit and alternative transportation, have superior amenities, accommodate a range of housing needs and offer attractive employment opportunities.
9.35	Minneapolis will establish priorities in the designation of future Growth Centers from the list of Potential Growth Centers in order to guide future changes in land use and development.
9.36	Minneapolis will encourage both a density and mix of land uses in TSAs that both support ridership for transit as well as benefit from its users.
9.37	Minneapolis will require design standards for TSAs that are oriented to the pedestrian and bicyclist and that enforce traditional urban form.
9.38	Minneapolis will provide direct connections to transit stations for pedestrians, bicyclists, and bus riders.
9.39	Minneapolis recognized that parking is a necessary part of the urban environment, but will limit the amount, location, and design of parking in TSAs in order to encourage and support walking, bicycling and transit use.