

## MEMORANDUM

To: Policy Board Members and Alternates

From: Robert D. Miller, Director

Date: June 23, 2005

Subject: Jordan Phase II Neighborhood Action Plan

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The Jordan Area Community Council (JACC) is submitting their Phase II Neighborhood Action Plan on behalf of the Jordan neighborhood for your approval.

The Jordan Neighborhood Phase II Neighborhood Action Plan requests a total NRP appropriation of \$906,958. Of these funds, \$117,711 has already been received from the Phase II Plan Development Reserve Fund. The plan also includes NRP awards from the Affordable Housing Reserve Fund for St. Anne's Senior Housing (\$350,000) and from the Community Oriented Public Safety Reserve Funds (\$24,211).

A draft of this plan was circulated electronically to public staff from the City, Hennepin County, the Park Board, the School Board and the Library Board. Members of the MRT reviewed the plan at their June 2<sup>nd</sup> meeting. All the comments received, including suggestions from the legal review of this plan have been incorporated into this final version.

In 1992 the Jordan neighborhood became the second neighborhood to complete and receive approval for a Phase I Neighborhood Action Plan. In their plan they allocated 99.6% of the NRP funds they were awarded to housing improvement and construction programs that were desperately needed in the neighborhood.

In 2000 Jordan became the first neighborhood to begin its Phase II plan development process and access Phase II Plan Development Funds. NRP neighborhood allocations have been dramatically reduced from the initially expected levels in 2000 and JACC has worked hard to maintain the commitment and participation of its residents in their revitalization efforts. The process has been a draining one and JACC has employed four different executive directors since it began its plan development efforts in 2000. The Jordan NRP Steering Committee has persisted and has sought and received community input at multiple neighborhood meetings. The JACC Board approved this plan on April 13, 2005 and at a neighborhood-wide meeting on April 21, 2005 the Jordan residents voted their approval.

Based upon the actions of the neighborhood and the extensive review process, which has now been completed, I recommend that the Policy Board adopt the following resolution:

**WHEREAS:** On April 19, 2004, the Minneapolis Neighborhood Revitalization Program (NRP) Policy Board (“Board”) approved a Phase II allocation for the Jordan neighborhood of \$906,958 based on the Phase II revenues projected for NRP;

**WHEREAS:** The Jordan neighborhood conducted an extensive and inclusive Phase II neighborhood planning process that began in 2001 and has submitted a Jordan NRP Phase II Neighborhood Action Plan that requests a Phase II allocation of \$906,958;

**WHEREAS:** The submitted Jordan NRP Phase II Neighborhood Action Plan dedicates 70% of that allocation to housing programs, projects, services and activities;

**BE IT RESOLVED:** That the Minneapolis Neighborhood Revitalization Policy Board (Board) hereby accepts and adopts the Jordan NRP Phase II Neighborhood Action Plan dated June 23, 2005;

**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 \$789,247 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 (\$634,871) shall be available for obligation in the first three (3) years after approval of the appropriation for this plan.

# ***NRP***

## ***Jordan Neighborhood***

### ***NRP Phase II Plan***

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***Submitted by***

***Jordan Area Community Council***

***June 2005***

# BACKGROUND

## Introduction

The Jordan neighborhood has been a participant in the Neighborhood Revitalization Program (NRP) for 13 years. During that time, it has benefited significantly from the nearly \$6.7 million dollars that it received for Phase I. Beyond that, however, the NRP provided a focus and a sense of empowerment for this neighborhood as it planned and carried out the improvements included in the Phase I Neighborhood Action Plan. That sense of empowerment is, perhaps, the greatest gift of the NRP. It has empowered the community to become active participants in local and state government and has created a sense of the importance of partnerships with government departments, with foundations and with the many agencies and organizations that operate in Jordan. Most important of all, it has helped to reconnect neighbors and build a sense of community.

In recent years, increased crime has threatened that sense of empowerment, but with Phase II, we will continue to move toward our goal of making Jordan a nurturing place for families to live, work learn and play, and a neighborhood that contributes strongly to the city and is recognized for its strength, its courage and its vision.

## Neighborhood Profile

The Jordan Neighborhood is a community representing the widest breadth of lifestyles and demographics in the Twin Cities Metropolitan Area. Bordered on the north by Lowry Avenue and on the east by Emerson Avenue, it has a unique border on the south and west in West Broadway Avenue, which curves to connect Lowry and Emerson. The intersection of 26<sup>th</sup> Avenue and Knox represents the goals and challenges of this neighborhood. A few years ago, it was the center of the neighborhood's criminal activity. Now it is the location of the community garden, created in the face of danger by courageous residents. Criminal activity, while not totally absent, has been greatly reduced.

Jordan's demographics have changed significantly since 1990 when Phase I planning began:

<i>Demographic</i>	<i>1990</i>	<i>2000</i>	<i>Jordan % Change</i>	<i>Minneapolis % Change</i>
<b>Population</b>	7,737	9,149	18.2%	4%
<b>Population &lt; 20 years old</b>	2,796	4,333	55.0%	n/a
<b>Population &gt; 60 years old</b>	999	612	-39.0%	n/a
<b>Median Age</b>	28.6 years	21.6 years	-31.2%	31.2 years
<b><i>Race/Ethnicity:</i></b>				
<b>White</b>	5,000	2,152	-57.0%	-13.8%
<b>African American</b>	2,017	4,526	124.4%	43.5%
<b>Asian American</b>	208	1,584	661.5%	51.0%
<b>American Indian/Alaskan</b>	414	167	-59.7%	-32.1%
<b>Hispanic</b>	226	386	70.8%	269.3%

**Households:**

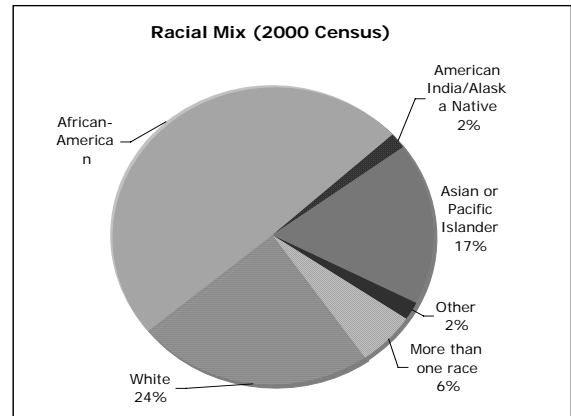
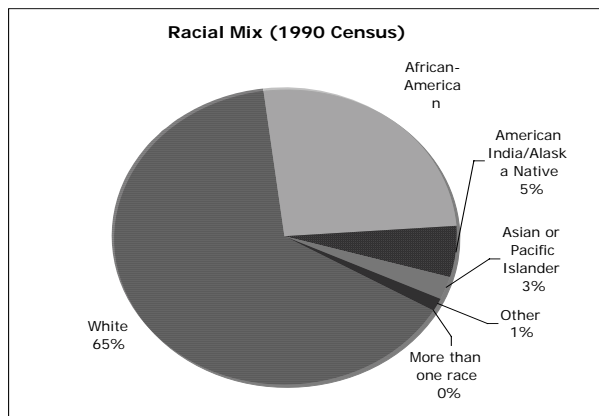
<b>Total Households</b>	2,681	2,449	-8.7%	n/a
<b>Family Households</b>	1,788	1,812	1.3%	n/a
<b>Single-parent Households</b>	845	1,051	24.0%	n/a
<b>Single-parent Female</b>	684	864	26.0%	n/a
<b>Single-parent as % of All Family</b>	47%	58%	--	36%
<b>Non-family Households</b>	893	637	-28.7%	n/a

**Housing Occupancy:**

<b>Total Housing Units</b>	2,990	2,666	-10.8%	n/a
<b>Occupied Housing Units</b>	2,681	2,449	-8.7%	n/a
<b>Vacant Housing Units</b>	309	217	-29.8%	n/a
<b>Homeowner Vacancy Rate</b>	4.41%	2.12%	-51.9%	n/a
<b>Rental Vacancy Rate</b>	10.9%	6.47%	-40.6%	n/a
<b>Owner-occupied Housing Units</b>	1,561	1,481	-5.1%	n/a
<b>Renter-occupied Housing Units</b>	1,120	968	-13.6%	n/a
<b>Owner-occupied as % of all occupied units</b>	58%	60%	--	51.4%

During Phase I of the NRP Program, Jordan’s population grew by nearly 20%, with the number of youth growing 55%! The population under 20 years of age now comprises 47% of the Jordan population, and the median age of Jordan residents is 21.6 years, a full ten years younger than the city’s median age.

The racial composition of the neighborhood has also changed. While the city experienced a decline in white population of 13.8%, Jordan’s white population decreased by 57%. The African American population increased by 47.4% citywide and 124% in Jordan. The Jordan Neighborhood responded by awarding 52% of its Phase I home improvement loan funds to African-American households and 42% to white residents. The Asian American population is now the fastest growing population group in Jordan, growing by 661% compared to 51% growth citywide.



According to the 2000 census, 25% of Jordan residents live below the poverty level. Further, 58% of Jordan’s families are single-parent families, and 35% of these families live in poverty. Jordan is one of the most challenged neighborhoods in the City, yet the dedication and commitment of the volunteers and community members rivals even the most affluent areas.

## Neighborhood History

The Jordan Area Community Council (JACC) is the nonprofit, citizen participation organization for the Jordan neighborhood. Its mission is to “organize people, knowledge and capital for the collective empowerment of Jordan residents.” One of the city’s first community organizations, JACC began in 1964 when local PTA members came together to prevent closure of the North Branch public library. That struggle – which resulted in a new North Library opening in 1970 – firmly established JACC as a grassroots organization based on the belief that residents could solve problems through collective action. As one former board member put it, “We help neighbors realize they’re not helpless and that they can change a block, a neighborhood, even a city, but they have to be willing to take it on.”

In the late 1980’s and early 1990’s, JACC celebrated a string of successes. A volunteer-run door knocking campaign in 1988 identified housing and safety as the top two neighborhood issues. As a result, JACC developed the “Dirty Thirty” and “Block Out Drugs” campaigns. The “Dirty Thirty” tackled the problem of poorly managed absentee-owned rentals by having each block club identify one problem property in its area. Four years into the program, 23 of the 30 problem properties had been torn down or cleaned up as residents photographed properties, presented lists of complaints signed by residents to the City and contacted landlords. Block Out Drugs used a similar method to combat drug houses, resulting in nearly 35 cleaned up properties in three years.

Subsequently, JACC was one of the first neighborhood organizations to qualify as an NRP citizen participation organization and one of the first to complete its NRP Phase I Neighborhood Action Plan, for which it was allocated \$6.691 million dollars. JACC broadened its scope to include home loan programs and housing stock redevelopment in partnership with Northside Neighborhood Housing Services and nonprofit developers. Phase I has been an impressive success story for the neighborhood.

About 99% of Phase I funds went to housing, more than any other neighborhood that received NRP funds. The bulk of the money allocated in Phase I went to four contracts:

Type	Investment	# of Housing Units	Average Cost/Unit
Major House Rehabilitation	\$1,722,000	15	\$113,333
Purchase/Rehab Subsidies	\$397,000	27	\$14,814
Home Improvement Loans (revolving fund)	\$1,504,000 + \$2,101,000 Program Income reinvested	361	\$9,987
Purchase/Rehab Loans (revolving fund)	\$1,018,000 + \$1,309,200 Program Income reinvested	39	\$59,663
<b>Total</b>	<b>\$8,0151,200</b>	<b>442</b>	<b>\$18,367</b>

A fifth contract to move sixteen houses to vacant lots in Jordan to make way for the new Jordan Park elementary school was not as successful. Only ten houses were moved, and costs and problems were greater than expected. The houses became high quality rental properties rather than the owner-occupied homes that the neighborhood hoped to see. In light of the tremendous success experienced with the other contracts, however, the house move effort is regarded as a valuable learning experience.

While quality housing stock increased in Phase I, Jordan still lags behind neighboring communities in mean home values, and many challenges lie ahead. A recent report prepared by the city's Community Planning and Economic Development (CPED) Department shows that Jordan is one of just 7 neighborhoods in the city with more than 10% of its housing stock regarded as substandard. Therefore, the Jordan Neighborhood plans to continue its efforts to improve the housing stock in Phase II and will allocate just over 70% of its NRP Phase II funding to housing. In addition, it will serve the community in the areas of safety, environment, and economic/commercial development.

### Neighborhood NRP Process

Phase II Planning began with the establishment of the NRP Steering Committee. Planning was suspended when the adjustment of NRP funding was in process, and it resumed in 2003. The NRP Steering Committee met monthly to review the progress of the plan. Between meetings, additional information was gathered and discussions were held with community leaders, residents and other Jordan committees.

While much was accomplished to reduce crime and increase safety in Jordan during Phase I, in April of 2004 crime began a steady increase in the Jordan neighborhood. By the middle of March 2005, eight of the last ten homicides on the north side had happened in Jordan. The NRP Steering committee spent much of 2004 planning to put a significant part of its NRP Phase II funding toward solving the neighborhood's crime problems. The large reduction in NRP funding and the requirement that 70% be spent on housing required that the plan be rewritten and funding allocated to housing instead. The Phase II Neighborhood Action Plan includes unfunded and under-funded initiatives for crime and safety. It is expected that some of those needs will be met by reallocating some Phase I program income.

After the Phase II plan was finalized by the NRP Steering Committee in March 2005, it was presented to the JACC Board of Directors for review and comment and then to the community at the April 21 forum. The plan's availability was announced at the March 17<sup>th</sup> community forum as well as in the newsletter and via e-mail. This plan reflects the neighborhood priorities, but it should be noted that most of these strategies are under funded or only partially funded because of the housing requirement and also because Phase II funding was less than originally proposed.

The Jordan Phase II neighborhood action plan requests a total NRP appropriation of \$906,958. The Jordan Neighborhood envisions the following goals for Phase II:

- A safe, friendly and livable community
- A diverse community welcoming a wide range of income, ethnic, racial and nationality mix

- A community united with a purpose to strengthen its connections between neighbors and organized towards supporting its mission and goals.
- An environmentally friendly community with community gardens and public green space.
- A safe neighborhood with our 4<sup>th</sup> Precinct Section Lieutenants and Crime Prevention Specialists, neighborhood residents and community policing efforts working together.
- A strong and viable retail and commercial area to serve our neighborhood and surrounding areas.



SECTION 1  
**COMMUNITY SAFETY**

(Total Allocation: \$146,000; Housing: \$60,500)

***Goal 1:** Community Safety is a primary concern of neighborhood residents. The community seeks to create a safe and strong environment for all members of the Jordan community through concerted crime prevention programs and safety strategies in conjunction with the Northside Partnership, the Minneapolis Police Department and other community safety programs.*

**Objective 1.1** Create a safe and strong environment for neighborhood residents and businesses through a concerted crime prevention program and safety strategies.

**Strategy 1.1.1** Develop a mechanism for timely and effective response to resident concerns over crime, safety, problem properties and other issues.

*Strategy may include but is not limited to:*

Reestablish a neighborhood Community and Resource Exchange (C.A.R.E.) Committee to address resident and business issues related to safety, crime and livability.

Coordinate with City Hall, the Minneapolis Police Department, Minneapolis Housing Inspections and other relevant resources. Advocate for long-term policy change on key Jordan issues, especially crime prevention and housing.

Participate in court watch, and submit impact statements on offenders.

Develop a Restorative Justice program with offenders making restitution to the neighborhood. Obtain training on Restorative Justice Programs.

**Partners:** Mayor's office, Councilmember's office, 4<sup>th</sup> Ward Care Task Force, Sector Lieutenant, Minneapolis Housing Inspections, Hennepin County Probation and County Attorney, Central City Restorative Justice Partnership.

**NRP Funding:** \$3,000 for:

Housing-related amount: \$500.00
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- \$1,000 is for CARE meeting costs (space, meeting supplies, etc.). One-half of this sum is designated as housing because these meetings typically focus on problem properties, and they are often addressed through housing measures that prevent situations from escalating into crime problems.
- The remaining \$2,000 is for training in Restorative Justice programs.

**Contract Managers:** NRP and DFD

**Timeline:** 2005-2007

**Strategy 1.1.2** Fund staff time for neighborhood safety coordination and the costs associated with establishing and maintaining a community safety program.

The Safety Coordinator's time will include safety/prevention activities and housing/problem property issues. Experience has shown that community safety tends to focus on housing issues as a critical intervention point that can prevent subsequent crime. The Safety Coordinator leads the neighborhood safety patrol, which checks on boarded and vacant properties, reports garbage houses, meets with landlords and homeowners about substandard properties, and responds to residents' concerns about their neighbors' homes. Other staff members may also use this funding to the extent that they are coordinating safety issues. 50% of the cost is allocated to housing.

**Partners:** Fourth Ward CARE Task Force, 4<sup>th</sup> Precinct Sector Lieutenant and Crime Prevention Specialist, Housing Inspections, Problem Property Unit

**NRP Funding:** \$60,000 for the Safety Coordinator's salary and fringe benefits and the salary and benefits for other participating staff.

**Contract Manager:** NRP

Housing-related amount: \$30,000.00
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**Timeline:** 2005-2007

**Strategy 1.1.3** Provide funding for Law Enforcement Officer details (i.e., MAVI-Minneapolis Anti-Violence Initiative with Probation and Parole Officers), buyback beats (Police Officers), special details to increase safety in critical neighborhood areas, and support of anti-crime projects.

This continues a successful strategy used during Phase I to put more police officers in the Jordan neighborhood during critical times. If the police presence in Jordan is sufficient, this funding will be redirected to other safety objectives and strategies in the plan, with particular emphasis on Objective 2, Strategy 1, Surveillance Monitoring, and 4<sup>th</sup> Ward C.A.R.E. Task Force efforts to reduce prostitution on the Northside.

**Partners:** Hennepin County, 4<sup>th</sup> Precinct, 4<sup>th</sup> Ward C.A.R.E. Task Force, Development Finance Division (DFD)

**NRP Funding:** \$40,000 for detailing Probation Officers out with Police to check on offenders, or coverage from the Minneapolis Anti-Violence Initiative (MAVI) targeting livability, gang and high risk offenders, or other crime-fighting strategies.

**Contract Manager:** Hennepin County and/or Minneapolis Police Department

**Timeline:** 2005-2006

**Strategy 1.1.4** Participate in the Community Oriented Public Safety Initiatives.

This reserve fund request was made to provide increased police coverage of neighborhoods on the Northside.

**Partners:** NRP, Minneapolis Police Department

**NRP Funding:** \$24,211 approved from the Community Oriented Public Safety Reserve Fund (COPSIRF) for Jordan's share for this multi-neighborhood initiative. Final expenditures for this initiative were \$24,180.

**Contract Manager:** Minneapolis Police Department

**Timeline:** 2004

**Objective 1.2** Establish community-based motor and/or foot patrols between the hours of 3:00 p.m. and 8:00 p.m. on a rotating schedule. Implement neighborhood surveillance of crime "hot" spots. Strengthen 4<sup>th</sup> Precinct and community patrol efforts.

**Strategy 1.2.1** Surveillance Monitoring

In Jordan and other neighborhoods, drug dealers know precisely how much illegal substance they can carry and still be charged with a misdemeanor. This results in minimal, and often no, time in jail. In order to make a felony conviction, the police must be able to tie the offender to sufficient quantities of illegal substances, which means knowing where the dealer hides his "stash." The use of mobile video cameras, temporarily mounted in "hot spots" has been shown in other cities to be extremely effective in reducing crime.

**Partners:** Corporations/Foundations with equipment, St. Olaf's Community, Jordan residents and businesses, Minneapolis Police Department

**NRP Funding:** \$13,000 for the purchase of equipment such as walkie-talkies, flashlights and recording equipment. Funds may also be used for acquiring security equipment and training services, installation services and a hosting site for video cameras in trouble spots around the neighborhood.

**Contract Manager:** Development Finance Division

**Timeline:** 2005-2006

**Strategy 1.2.2** Fund a "Light Up the Night" project to encourage installation of motion-sensing security lights at the rear of 25% of the houses in Jordan

**Partners:** Minneapolis 4<sup>th</sup> Precinct, IBEW, electrical contractor(s), lighting manufacturer, residents

**NRP Funding:** \$30,000 for the purchase and installation of motion sensing lights.

**Contract Manager:** Development Finance Division

Housing-related amount: \$30,000.00
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**Timeline:** 2005-2007

SECTION 2  
**COMMUNITY SERVICES**

(Total allocation: \$54,000; Housing: \$2,000)

***Goal 2:** The neighborhood recognizes the challenges presented to those in our community who lack the basic necessities of life as well as the skills to be self-sufficient. The issue for the community is two-fold: effect of the individual and effect on the individual. In order to work for the collective empowerment of the community, all members need to be provided with the basics along with the opportunities to advance beyond the minimums. At the same time, individuals not interested in self-sufficiency and being a part of community have the potential to drain resources and derail the process of community improvement. It is the moral imperative of the community to reach out and embrace all of its members, and it is the obligation of the individuals to work together for the common good.*

**Objective 2.1** Develop a Resource Plan to coordinate educational, economic and social services, designed to meet the broad spectrum of resident needs while building a sense of community.

**Strategy 2.1.1** Develop a small grants program to fund initiatives in the neighborhood geared toward youth.

Nearly fifty percent of Jordan residents are under the age of 19. While there are programs available, they do not always connect with the children most in need and are often underfunded. Funding for this strategy would be used to support agencies and non-profits providing youth services to Jordan residents, to create new programs where needed and to leverage additional resources. In recognition that youth make up 47% of the neighborhood's population, a youth forum will be created to allow neighborhood youth to provide input on what they want and need. JACC will research funding needs and develop program guidelines before these funds are contracted.

**Partners:** CITA (Alternatives) Resources Center; Jordan Park Elementary, Northstar and other local schools, Boys and Girls Club, Educare, Pillsbury United Communities, Minneapolis School Board, New Age Urban Development and similar youth-oriented organizations.

**NRP Funding:** \$45,000 for grants to support youth focused services provided by human service and community agencies.

**Contract Manager:** Hennepin County, Youth Coordinating Board

**Timeline:** 2005 and beyond

**Strategy 2.1.2** Develop a small grants program to fund initiatives in the neighborhood geared toward community service.

A Jordan Action Plan Community Support Fund (CSF) will be created. Community service priorities will be designated as one of the eligible uses for the CSF. Funding may be directed, for example, to community garden activities, to the Library, or for community improvements. The priority for funding from the CSF will be for projects/activities showing at least a one-to-one match. JACC will develop guidelines for the grant process and ensure that all projects are eligible under the NRP Law.

**Partners:** Minneapolis Public Library (MPL), non-profits serving the Jordan community and other social service enterprises.

**NRP Funding:** \$5,000 for grants to agencies that work in partnership with JACC to provide services to the community.

**Contract Manager:** Hennepin County or Library Board

**Timeline:** 2005 and beyond

**Strategy 2.1.3** Work with the Minneapolis Park and Recreation Board to improve park facilities and increase park activities.

In 2005, the community requested reprogramming of \$100,000 of Phase I program income to supplement Park Board funding and pay a portion of the estimated \$500,000 of improvements being made to Jordan Park. The Jordan neighborhood has only one park, and it is the smallest park and has the fewest amenities of any of the neighborhoods in the area. This strategy will allow Jordan to continue to look for improvements, and possibly additions, to park space in the community.

**Partners:** Minneapolis Parks and Recreation

**NRP Funding:** \$100,000 will be reallocated from Phase I through a plan modification for improvements to Jordan Park.

**Contract Manager:** NRP

**Timeline:** 2005-2009

**Strategy 2.1.4** Develop a neighborhood housing and resource directory designed to be a “one-stop shopping list” of resources and agencies for community members.

This directory will identify resources within the community as well as services and resources outside the community that provide support to Jordan residents. There will be a strong focus on home ownership and tenant resources.

**Partners:** Community resources and agencies

**NRP Funding:** \$4,000 for preparing, publishing and distributing a neighborhood housing and resource directory.

**Contract Manager:** NRP

Housing-related amount: \$2,000.00
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**Timeline:** 2005-2006

**Objective 2.2** Establish a neighborhood community center.

**Strategy 2.2.1** Investigate the feasibility of establishing a community center in the neighborhood, looking at Northstar and other appropriate facilities. Secure funds to implement this goal.

**Partners:** Minneapolis School Board, Minneapolis Park Board, Hennepin County, City of Minneapolis and the Library Board

**NRP Funding:** As funding becomes available

**Contract Manager:** NRP

**Timeline:** 2005-2009

SECTION 3  
**COMMUNITY ENVIRONMENT**

(Total Allocation: \$29,000; Housing: \$0)

***Goal 3:** The community environment encompasses the built and natural environments of the neighborhood. Alleyways, bike paths, bridges, West Broadway Avenue, Lowry Avenue, the Community Garden, the 26<sup>th</sup> Avenue Greenway, streetscape, and Jordan Park will provide a mosaic of structural and aesthetic improvements to the individual resident, visitor and the community.*

**Objective 3.1** Promote green space and make the neighborhood more livable.

**Strategy 3.1.1** Conduct a feasibility study on the possibility of redeveloping 26<sup>th</sup> Avenue as a greenway.

This effort will focus on planning for higher density housing and dealing with problem properties along the 26<sup>th</sup> Avenue corridor, along with streetscape improvements and inclusion of the bicycle trail created in 2005. The plan will extend and complement the plan developed for the Hawthorne Neighborhood for their portion of 26<sup>th</sup> Avenue, which included plans for building townhomes as a means of increasing density. The Willard-Hay Neighborhood will be invited to help complete of the greenway to Theodore Wirth Parkway.

**Partners:** Land-use experts such as Groundworks, Project for Pride in Living, and others, NRRC, HACC, CPED, Public Works, Park Board

**NRP Funding:** \$25,000 will be reallocated from Phase I through a future plan modification to fund the feasibility study.

**Contract Manager:** Department of Public Works

**Timeline:** 2005-2006

**Strategy 3.1.2** Create a Greening Fund to coordinate and implement greening strategies for community environment and development, including educational programs to teach residents about horticulture/landscaping and to involve them in community greening projects. Identify potential areas for community gardens and green space.

**Partners:** Groundworks, The Green Institute

**NRP Funding:** \$5,000 for implementing greening projects.

**Contract Manager:** Hennepin County



**Timeline:** 2005-2006

**Strategy 3.1.3** Place additional trash containers along major corridors and install signage and benches in public green space and markers and wrought iron or other appropriate fencing in and around community gardens as appropriate.

**Partners:** Groundworks, The Green Institute, Department of Public Works, Minneapolis Park Board, Art Works

**NRP Funding:** \$15,000 for the purchase and installation of trash containers, signage, benches and fencing.

**Contract Manager:** Department of Public Works, Park Board

**Timeline:** 2005-2007

**Objective 3.2** Improve major corridors and enhance the historic and aesthetic character of the neighborhood.

**Strategy 3.2.1** Study possible streetscape improvements for Penn Avenue.

Alternatives will be explored for deferring the assessments until properties have stabilized. Maintenance of implemented streetscapes will be accomplished through special service districts. This strategy builds on existing City efforts.

**Partners:** Groundworks and others, Hawthorne and Willard-Hay Neighborhoods, Minneapolis Parks Board, Public Works

**NRP Funding:** \$5,000 for an initial study and potential implementation.

**Contract Manager:** Hennepin County

**Timeline:** 2006-2009

**Strategy 3.2.2** Conduct additional neighborhood clean sweeps in conjunction with the Northside Partnership.

**Partners:** Northside City Council Members, Northside neighborhoods, Mayor, CPED, Public Works

**NRP Funding:** \$4,000 for clean sweeps not covered by the City.

**Contract Manager:** Development Finance Division

**Timeline:** 2005-2006

SECTION 4  
**COMMUNITY DEVELOPMENT**

(Total allocation: \$485,247; Housing: \$442,247)

***Goal 4:** Community Development strategies will be the vehicle for achieving Jordan Neighborhood goals. A comprehensive strategic plan will outline land use, community development objectives and provide a detailed direction for the areas of housing, commercial and small business development, historic preservation/rehabilitation, traffic and parking and neighborhood aesthetic and infrastructure improvements.*

**Objective 4.1** Improve land use in the Jordan neighborhood

***Strategy 4.1.1*** Review past studies of the Jordan neighborhood.

**Partners:** Authors of land use studies, CPED

**NRP Funding:** None

**Contract Manager:** None

**Timeline:** 2005-2006

***Strategy 4.1.2*** Work with CPED and other partners to create a neighborhood land use plan.

This strategy will use public as well as community input to identify short- and long-term goals in the areas of land use, high density housing development, urban design, traffic and parking. Work will be coordinated with CPED staff.

**Partners:** CPED, Groundworks, Project for Pride in Living (PPL) and others

**NRP Funding:** None

**Contract Manager:** CPED

**Timeline:** 2005-2007

**Objective 4.2** Increase the desirability of the Jordan neighborhood as a place to live.

***Strategy 4.2.1*** Design and implement a marketing program to relaunch the image and alter the perception of the Jordan neighborhood,

*This strategy may include but is not limited to:*

Support a multi-effort marketing campaign that may include videos, brochures, flyers, planning/ad agency writing, grant writing and research, agency

neighborhood tours, seminars, speakers' bureau, newsletters/collateral materials, and special events such as the Minneapolis-St. Paul Home Tour. These activities and projects are to highlight Jordan as a place to live, to increase home ownership, decrease the number of vacant rental and housing units and to increase the demand for Jordan housing, thereby improving housing values.

Promote community heritage, livability, accessibility, affordability, redevelopment of West Broadway and Lowry Avenues as multi-family housing.

The neighborhood will conduct a formal process to obtain strategic thinking regarding the components of the marketing plan.

JACC will seek the assistance of City departments on this project and ensure that efforts are not being duplicated. Funding will be used to match organizations such as WBAC that are already working on such initiatives and to fund independent actions.

**Partners:** Hawthorne Area Community Council, Northside Residents Redevelopment Council, Minneapolis Office of Public Affairs, CPED, Northway Trust, North News, Insight News, KFAI and KMOJ, marketing specialists

**NRP Funding:** \$50,000 for materials, distribution and promotional campaign costs.

**Contract Manager:** NRP

Housing-related amount: \$35,000.00
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**Timeline:** 2005-2007

**Strategy 4.2.2** Continue publication of the JACC newsletter.

JACC recently tested two changes to its newsletter. In the past, the newsletter has been a quarterly one-sheet paper. In March 2005, we created an 8-page newsletter, corrected some mailing list errors and mailed it to every household in Jordan. The response by the community was staggering. Resident phone calls to the office increased by at least 100%, and a number of residents came forward to volunteer as a result. In April, we tried distributing the newsletter as an insert in North News. The number of phone calls continued to increase. The newsletter has finally become what it should be: an important medium of communication between residents and JACC. We plan to continue this in Phase II.

**Partners:** North News

Housing-related amount: (calculated as part of administrative costs)
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**NRP Resources:** \$15,000 for printing and distribution

**Contract Manager:** NRP

**Timeline:** 2005-2007

**Objective 4.3** Support the rehabilitation of neighborhood commercial facilities

**Strategy 4.3.1** Establish a loan/grant program to improve neighborhood businesses and to reduce the presence of crime around them.

Jordan is home to many small businesses, especially along West Broadway and Lowry Avenues. This funding will allow small business owners to make improvements that will make the neighborhood safer as well as improving the appeal of the businesses and, as a result, improving the economics of the neighborhood. This strategy is modeled after successful Phase I strategies in other neighborhoods. Funds will be used to develop a loan pool from local financial institutions and match funds from the Northside Partnership.

**Partners:** CPED, local bank, other non-profit partners

**NRP Funding:** \$20,000 will be reallocated from Phase I through a future plan modification for loans and grants to neighborhood businesses.

**Contract Manager:** CPED Economic Policy & Development Division

**Timeline:** 2005-2009

**Strategy 4.3.2** Support Penn, West Broadway and Lowry Avenues' mixed use redevelopment.

These locations are key sites for higher density housing. The vision is for commercial enterprises on the first floor and high-density housing located either above or contiguous with the commercial space. Most of this funding is for housing-related activities. This strategy focuses on the physical infrastructure and the plans for condominiums, townhomes, apartments and single-family residences. This strategy supplements existing City funding.

**Partners:** CPED, WBAC, Re-/Developers, Corridor Housing Initiative, Center for Neighborhoods

**NRP Funding:** \$60,000 for capital improvements, design assistance and printing and marketing materials.

**Contract Manager:** CPED

Housing-related amount: \$50,000.00
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**Timeline:** 2005-2009

**Strategy 4.3.3** Work with developers to bring commercial and retail businesses to sites in the community such as 26<sup>th</sup> Avenue, Penn Avenue, Lowry and West Broadway.

This strategy will focus on the marketing process and inviting new businesses and others to locate in the Jordan Neighborhood

**Partners:** CPED

**NRP Funding:** \$3,000 for printing and marketing materials.

**Contract Manager:** NRP

**Timeline:** 2005-2009

**Objective 4.4** Improve the neighborhood's housing stock.

*Strategy 4.4.1* Major Housing Redevelopment.

Encourage home ownership and construct new housing where appropriate. This strategy will look at cluster development as well as other major housing development/redevelopment opportunities. JACC will work with CPED, housing organizations and developers to further refine this strategy and determine the best use of Jordan's NRP funds.

**Partners:** CPED, Inspections, Northside Partnership

**NRP Funding:** \$180,000 for major rehabilitation or construction of new housing.

**Contract Manager:** CPED

Housing-related amount: \$180,000.00
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**Timeline:** 2005-2009

*Strategy 4.4.2* Housing education.

Encourage education and awareness of housing issues and of resources available for housing improvement.

**Partners:** CPED, NHS and others

**NRP Funding:** \$5,000 for trainings, materials and distribution.

**Contract Manager:** NRP

Housing-related amount: \$5,000.00
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**Timeline:** 2005-2009

*Strategy 4.4.3* Address Problem Properties.

Actively catalogue and assess problem properties in the neighborhood. Develop a profile and meet with the property owner to learn efforts they are

taking and develop a participation agreement for the rehabilitation of the property.

**Partners:** Housing Inspections, Minneapolis Police Department, 4<sup>th</sup> Ward Care Task Force, CPED, City Council, Northside Partnership, Neighborhood Housing Services, Inc.

**NRP Funding:** \$2,247 for materials and distribution.

**Contract Manager:** NRP

Housing-related amount: \$2,247.00
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**Timeline:** 2005-2009

**Strategy 4.4.4** Home Improvement Program.

Continue the home improvement financing available through Jordan's Phase I NRP Plan. Revisit the current program guidelines and revise as appropriate to meet the changing needs of residents. Consider using program income from these programs to support the new NRP housing initiatives.

**Partners:** CPED, Neighborhood Housing Services, Inc.

**NRP Funding:** \$70,000 for home improvement loans and grants.

**Contract Manager:** DFD

**Timeline:** 2005-2009

**Strategy 4.4.5** Preserve Historic Properties.

Develop strategies to preserve the historic character of the community and support efforts to sustain these initiatives.

**Partners:** CPED, NHS, Inspections, Northside Partnership

**NRP Funding:** As funding becomes available.

**Contract Manager:** NRP

**Timeline:** 2005-2009

**Strategy 4.4.6** Examine Affordable Housing Issues.

Examine strategies for supporting city-wide affordable housing while being cognizant of the amount that currently exists within Jordan. This strategy includes the Affordable Housing Reserve Fund award for St. Anne's senior housing project at 26<sup>th</sup> and Queen Avenues.

**Partners:** NRP, CPED, City Council, Mayor's Office, Northside Partnership, St. Anne's Development Corporation

**NRP Funding:** \$350,000 from the Affordable Housing Reserve Fund for St. Anne's Senior Housing.

**Contract Manager:** CPED Housing Policy and Development Division

**Timeline:** 2005-2009

**Strategy 4.4.7** Housing Coordination

Continue funding a neighborhood housing coordinator for JACC and other necessary costs associated with establishing, tracking and maintaining good housing stock in Jordan.

**Partners:** NRP

**NRP Funding:** \$100,000 for salaries and benefits.

**Contract Manager:** NRP

Housing-related amount: \$100,000
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**Timeline:** 2005-2009

SECTION 5  
**PLAN IMPLEMENTATION**

(Total Allocation: \$192,711)

***Vision:** The community has an active and engaged staff at the Jordan Area Community Council that listens to the residents, takes action on their behalf to administer this Phase II Plan and assists in resolving problems within the community in the areas of crime, safety, housing, environment and development.*

**Objective 5.1** Support the implementation of the Jordan NRP Plan.

**Strategy 5.1.1** Fund staff support and office space to assist JACC with the effective implementation of this plan.

In addition to managing the specific strategies of this plan, this strategy also includes, but is not limited to, the following:

Amend the job description of the Executive Director as needed to include the areas of this plan that are new.

Secure new office space that is accessible for persons with disabilities and that promotes an open and easy dialogue among all the stakeholders in the Jordan community.

**Partners:** Landlord, Jordan community, Jordan Board of Directors

**NRP Funding:** \$192,711 (\$75,000 + \$117,711 Early Access for Plan Development) + \$50,000 in Phase I rollover approved as Plan Modification #1

**Contract Manager:** NRP

**Timeline:** 2005-2008

Housing-related amount: (calculated as part of administrative costs)
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## JORDAN NEIGHBORHOOD PHASE II ACTION PLAN

ACTIVITY	2002/04-EARLY ACCESS		2005		NRP	PROGRAM INCOME	PHASE I ROLLOVER	CHANGES
	NRP HOUSING	NRP OTHER	NRP HOUSING	NRP OTHER	PHASE II TOTAL			
<b>COMMUNITY SAFETY (page 7)</b>								
1.1.1. CARE/Restorative Justice			500	2,500	3,000			
1.1.2. Neighborhood Safety Coordination			30,000	30,000	60,000			
1.1.3. Increased Police/Probation Officer Presence				40,000	40,000			
1.1.4. Community-Oriented Public Safety Initiative		<i>see * below</i>			0			
1.2.1. Surveillance Monitoring				13,000	13,000			
1.2.2. Residential Motion Detector Lights			30,000		30,000			
<b>COMMUNITY SERVICES (page 11)</b>								
2.1.1. Small Grants Program for Youth Initiatives				45,000	45,000			
2.1.2. Small Grants Program for Community Service				5,000	5,000			
2.1.3. Jordan Park Improvements					0			
2.1.4. Housing and Resource Directory			2,000	2,000	4,000			
<b>COMMUNITY ENVIRONMENT (page 14)</b>								
3.1.1. 26th Avenue Greenway Design Study					0			
3.1.2. Greening Fund				5,000	5,000			
3.1.3. Additional Streetscape Elements				15,000	15,000			
3.2.1. Penn Avenue Streetscape Study/Implementation				5,000	5,000			
3.2.2. Clean Sweeps				4,000	4,000			
<b>COMMUNITY DEVELOPMENT (page 16)</b>								
4.2.1. Neighborhood Marketing Program			35,000	15,000	50,000			
4.2.2. JACC Newsletter				15,000	15,000			
4.3.1. Commercial Loan/Grant Program					0			
4.3.2. Mixed-Use Development along Corridors			50,000	10,000	60,000			
4.3.3. Market Neighborhood to Businesses				3,000	3,000			
4.4.1. Major Housing Redevelopment			180,000		180,000			
4.4.2. Housing Education				5,000	5,000			
4.4.3. Address Problem Properties				2,247	2,247			
4.4.4. Home Improvement Program				70,000	70,000			
4.4.6. Affordable Housing Issues		<i>see ** below</i>			0			
4.4.7. Housing Coordination			100,000		100,000			
<b>PLAN IMPLEMENTATION (page 22)</b>								
5.1.1. Plan Implementation Support		117,711		75,000	192,711		50,000	1
<b>TOTAL</b>	0	117,711	504,747	284,500	906,958	0.00	50,000	
APPROVED EARLY ACCESS - PLAN DEV'L		117,711			117,711			
<b>ACTION PLAN REQUEST</b>		<b>117,711</b>		<b>789,247</b>	<b>906,958</b>			
APPROVED COPSI RESERVE FUND *		24,180			24,180			
APPROVED AFFORDABLE HOUSING FUND **		350,000			350,000			
ADMINISTRATIVE FUNDS IN PLAN		117,711	90,000		207,711	22.90%		
ADMIN FUNDS FOR HOUSING					149,930			
TOTAL HOUSING ALLOCATION					654,677	72.18%		
AMOUNT AVAILABLE (70%) IN 1ST 3 YEARS ***		117,711	517,160		634,871			

\* - The Folwell and Jordan Community Oriented Public Safety Initiative (Community Safety 1.1.4.) received funding through the NRP Community Oriented Public Safety Initiatives Reserve Fund (COPSIRF) for a total of \$48,422; Jordan's portion of the allocation is \$24,211. Final expenditures for this initiative were \$48,360; Jordan's share of these expenditures is \$24,180. 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.

\*\* - St. Anne's Senior Housing (Community Development 4.4.6.) received \$350,000 through the NRP Affordable Housing Reserve Fund. As such, it is considered an Early Access project. However, the allocation is not included in the total Action Plan Request, nor is it included in the calculation of the neighborhood's Housing 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 their neighborhood allocation during the first three years following approval of its action plan.

**CHANGES:**

- On April 25, 2005, the NRP Director approved a modification to the Phase II plan to reallocate \$50,000 in Phase I funds to Phase II strategy, Plan Implementation Support (Implementation 5.1.1.). (This is Phase I Plan Modification #12 and Phase II Plan Modification #1.)

## JORDAN NEIGHBORHOOD PHASE II ACTION PLAN

ACTIVITY	COMMENTS	CONTRACT ADMINISTRATOR
<b>COMMUNITY SAFETY (page 7)</b>		
1.1.1. CARE/Restorative Justice	Funding for CARE (\$1,000) and Rest. Justice (\$2,000)	NRP (CARE)/DFD (Restorative Justice)
1.1.2. Neighborhood Safety Coordination	1/2 of time spent on housing issues	NRP
1.1.3. Increased Police/Probation Officer Presence		Police or Hennepin County
1.1.4. Community-Oriented Public Safety Initiative		Police
1.2.1. Surveillance Monitoring		DFD
1.2.2. Residential Motion Detector Lights		DFD
<b>COMMUNITY SERVICES (page 11)</b>		
2.1.1. Small Grants Program for Youth Initiatives		Hennepin County
2.1.2. Small Grants Program for Community Service		Hennepin County
2.1.3. Jordan Park Improvements	Potential plan mod. to use Phase I funds (\$100,000)	Park Board
2.1.4. Housing and Resource Directory		NRP
<b>COMMUNITY ENVIRONMENT (page 14)</b>		
3.1.1. 26th Avenue Greenway Design Study	Potential plan mod. to use Phase I funds (\$25,000)	Public Works
3.1.2. Greening Fund		Hennepin County
3.1.3. Additional Streetscape Elements		Public Works
3.2.1. Penn Avenue Streetscape Study/Implementation		Public Works/Hennepin County
3.2.2. Clean Sweeps		DFD
<b>COMMUNITY DEVELOPMENT (page 16)</b>		
4.2.1. Neighborhood Marketing Program		NRP
4.2.2. JACC Newsletter		NRP
4.3.1. Commercial Loan/Grant Program	Potential plan mod. to use Phase I funds (\$20,000)	CPED Economic Policy and Development Division
4.3.2. Mixed-Use Development along Corridors	85% of funds for housing portion of developments	CPED Housing Policy and Development Division
4.3.3. Market Neighborhood to Businesses		NRP
4.4.1. Major Housing Redevelopment		CPED Housing Policy and Development Division
4.4.2. Housing Education		NRP
4.4.3. Address Problem Properties		NRP
4.4.4. Home Improvement Program		DFD
4.4.6. Affordable Housing Issues		CPED Housing Policy and Development Division
4.4.7. Housing Coordination		NRP
<b>PLAN IMPLEMENTATION (page 22)</b>		
5.1.1. Plan Implementation Support		NRP

Jordan Neighborhood Phase II Action Plan (Jordan 2.xls)  
 Date Created: April 14, 2005  
 Last Revision: June 20, 2005  
 Prepared By: Robert Cooper, Finance, 673-5239