

MEMORANDUM

To: Policy Board Members and Alternates

From: Robert D. Miller, Director

Date: January 4, 2006

Subject: Elliot Park NRP Phase II Neighborhood Action Plan

Elliot Park Neighborhood, Inc. (EPNI) is submitting their NRP Phase II Neighborhood Action Plan on behalf of the Elliot Park neighborhood for your approval.

The Elliot Park NRP Phase II Neighborhood Action Plan requests a total NRP appropriation of \$643,754.00. This is consistent with the allocation approved for Elliot Park by the Policy Board on April 19, 2004. Of these funds, \$34,750 has already been received from the Phase II Plan Development Reserve Fund. A draft of this plan was circulated electronically to public staff in November 2005. Responses from staff members have been incorporated into this final version of the plan.

The Elliot Park NRP Phase II Action Plan was approved by the full Elliot Park community on November 14, 2005. The Elliot Park Phase I review was submitted to the NRP Policy Board at its June 26, 2004 meeting. The Phase II Participation Agreement was approved on July 7, 2004.

At Elliot Park's 2004 All Peoples Festival gathering in mid-September, those attending the event (some 500 persons) were offered the opportunity to sign up to receive information about participating in the upcoming community-based planning for NRP Phase II. An all community meeting was held on January 31, 2005 at the Elliot Park Recreation Center to kick-off Phase II.

The NRP Steering Committee determined that focus groups would concentrate on Building, Land Use and Housing, Economic Development and Neighborhood livability and participation. During February and March each focus group met twice.

During the summer, the NRP Steering Committee reviewed the impact of Phase I of NRP and the recently completed Master Plan. A draft plan was created and circulated to various groups and stakeholders for comment and review. Elliot Park staff and volunteers met with CPED staff on June 14, 2005.

The final draft of the plan was approved by the EPNI Board of Directors on October 10, 2005. The full community approved the plan on November 14, 2005.

The Phase II plan devotes 70% of its plan to housing and commercial development. Smaller amounts are dedicated to community livability and sustaining the neighborhood association.

Based on the actions of the neighborhood, the results of the distribution to public staff and the request of the neighborhood, 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 Elliot Park Neighborhood of \$678,504, based on the Phase II revenues projected for NRP;

WHEREAS: The neighborhood conducted a Phase II planning process that began in the fall of 2004 and has submitted an Elliot Park NRP Phase II Neighborhood Action Plan that requests a Phase II allocation of \$678,504;

WHEREAS: The Elliot Park neighborhood has allocated at least 70% of their Phase II Neighborhood Action Plan to housing programs, projects, services and activities;

RESOLVED: That the Minneapolis Neighborhood Revitalization Program Policy Board (Board) hereby accepts and adopts the Elliot Park Phase II Neighborhood Action Plan;

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 \$643,754 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 (\$474,952) shall be available for obligation in the first three (3) years after approval of the appropriation for this plan.



NRP Phase II Action Plan

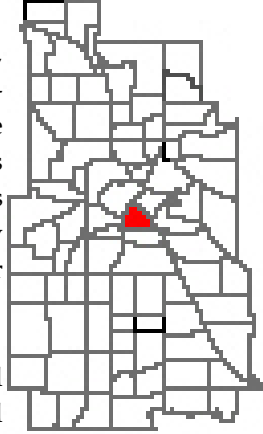
November, 2005

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Elliot Park Neighborhood

Elliot Park is a 45-square block Downtown Minneapolis neighborhood, bounded on the north by Fifth and Sixth Streets South, on the east by I-35, on the south by East 17th Street, and on the west by Fifth Avenue South. The area was first surveyed in the 19th century, just four years after the founding of Minneapolis. The park that is the neighborhood's namesake was created on land donated by Dr. Joseph Elliot, an early botanical scientist who helped advance the study of botany in the upper Midwest.



Elliot Park has served as Minneapolis' Downtown residential neighborhood throughout the history of the city's economic and social evolution. The first schools and hospitals in the city were built within what are still the boundaries of Elliot Park Neighborhood. Early mansions (such as the Judd Residence, which disappeared to accommodate the building of the Armory) housed many of the founding families of Minneapolis. And the first generation of brownstone row homes, many of which are maintained today in Elliot Park's Ninth Street Historic District, were built at the end of the 19th century as residences for an emerging business managerial class. Working class families found affordable and quality housing in Elliot Park, as they still do today. Mid-twentieth century disinvestment in urban cores threatened Elliot Park's fabric with "optimal" traffic- moving street configurations, parking lots, and loss of neighborhood-level services. Despite this, Elliot Park nonetheless has retained its role as a neighborhood for those who wish to (and often out of necessity must) live Downtown. In addition to its stock of solid, historic brownstone row homes and brick apartment buildings, the neighborhood features a few core blocks on which nestle charming single home structures. The history of Elliot Park, playing host to successive generations of immigrants and urban homesteaders, is the history of the people who have chosen to live here and who have chosen to remain here.

Elliot Park's demographics as reported in the 2000 U.S. Census showed substantial growth in population and diversity. According to the 2000 Census, Elliot Park is home to 6,476 people, a 14 percent increase from 1990. The median age for residents is 29.8 years, with over one-third of the neighborhood's population between the ages of 20 and 35. Approximately 20 percent of Elliot Park residents are under 19 years of age, and of the 2685 total households in the neighborhood, 286 have children under the age of 18. About 15 percent of Elliot Park residents are 55 years or older. In 1990, 25 percent of the neighborhood's population was in this age group.

Elliot Park is among the most racially and culturally diverse neighborhoods in the City. Just over half (55 percent) of Elliot Park residents identify themselves as White or Caucasian; nearly 40 percent identify themselves as Black or African-American. This latter figure represents an 89

percent increase from the 1990 Census; many of these individuals are immigrants from Somalia and other East African nations. Elliot Park also posted a substantial gain in its population of Hispanic or Latino residents, from 278 in 1990 to 500 in 2000.

The median household income reported in the 2000 census for Elliot Park's residents is about half that of the Metro-wide median, although this statistic can be deceiving. Because many residents of the neighborhood are seniors, "income" is not necessarily a measure of their wealth. The same can be said for the student population of North Central University. The poverty level reported in 2000 for Elliot Park was 38 percent, compared to a city-wide 17 percent. Actually, the neighborhood's poverty rate declined 3 percent between 1979 and 1999, while the City's overall poverty rate increased by 3 percent during that period.

Despite the significant growth in population, the number of housing units in the neighborhood declined from 3,528 in 1990 to 2,859 in 2000. However, the housing vacancy rate decreased 76.4 percent, from 736 units in 1990 to 174 units in 2000. Over 96 percent of Elliot Park residents live in rental housing, and the rental vacancy rate in the neighborhood fell from 18.84 percent in 1990 to 4.84 percent in 2000.

Since the 2000 Census, however, a significant number of new housing units have come on line and are being proposed for Elliot Park. East Village added some 180 new rental units to the neighborhood; and Grant Park Homes, fully occupied by mid-2005, added over 280 new ownership units in Elliot Park (the first new ownership in the neighborhood in decades). As of this writing, if all the housing units currently either under construction or already in the city approval process are totaled, Elliot Park's residential population could increase by nearly one-third by the year 2010.

Organizations, Businesses, and Institutions in the Neighborhood

Elliot Park Neighborhood is home to a number of large institutions, including North Central University, Minnesota Teen Challenge, Augustana Care Corporation, and Hennepin County Medical Center. There are also a number of active churches in the neighborhood, such as Bethlehem Baptist, Augustana Lutheran, Bethesda Baptist, First Covenant, and Central Lutheran just across our western border. The growing roster of businesses located in Elliot Park include restaurants (the Band Box Diner and Indian Ocean Restaurant), convenience stores (Elliot Park Grocery, East Village Market, and Elliot Park Market), coffeehouses (Dunn Bros. and EP Atelier), two art galleries (Outsiders and Others and Gallery Atitlán) several law offices (Mahoney Dougherty & Mahoney, Meshbesh and Spence, Press Law Office), auto repair and sales businesses, and other neighborhood retail and commercial services. Beyond institutional uses, there are a number of social service providers and organizations, such as Central Community Housing Trust, Minnesota AIDS Project, House of Charity, RS Eden, and Catholic Charities-Branch III.

NRP Phase II Planning Process

After EPNI completed its Phase I review in summer 2004, the Board of Directors appointed a steering committee of eight community members, representing a cross section of the neighborhood's population, to begin planning for Phase II. During the fall of 2004, the steering committee members reviewed the developments and changes that had taken place in Elliot Park since the initiation of NRP Phase I. The committee evaluated the impact of Phase I goals and strategies, especially in light of Elliot Park's recently completed *Master Plan*, which is the primary planning document for EPNI.

At Elliot Park's 2004 All Peoples Festival gathering in mid-September, those attending the event (some 500 persons) were offered the opportunity to sign up to receive information about participating in the upcoming community-based planning for NRP Phase II. And in late-2004, the steering committee began making arrangements for a neighborhood-wide NRP Phase II Planning Kick off meeting. It was decided that focus groups would meet twice during February and March, using the forums provided by EPNI's standing committees to discuss topics of Housing, Economic Development, Community Livability and the Public Realm. A display advertisement was run in the *Skyway News* announcing the community meeting for January 31, 2005 at the Elliot Park Recreation Center. In addition, postcard notifications went out to all names on EPNI's master database, and fliers were distributed and posted throughout the neighborhood.

The Phase II Planning Kickoff resulted in some 30 persons signing up to participate in the upcoming focus groups. Each participant could choose to attend one, two, or all three of the focus groups, which would meet at the regularly scheduled times for the meetings of EPNI's Building, Land Use & Housing committee, the Committee on Economic Development Strategies, and the Neighborhood Action Committee. During February and March each focus group met twice: the first meeting serving as a kind of "visioning charrette," and the follow-up meeting serving to bring together and prioritize recommended goals for NRP Phase II in the three topic areas.

On March 28, 2005, an All Focus Group meeting was held to present and integrate the goals identified by each individual focus group. From that meeting, a series of Goals, Objectives, and preliminary Strategies were generated to help guide the NRP Phase II steering committee in its work of drafting an Action Plan document. Throughout the spring and summer of 2005, steering committee members regularly met and reviewed several iterations of a suggested Phase II Plan. Primarily, EPNI staff was assigned to write the drafts, with each draft receiving editorial review by the steering committee members. In addition, the steering committee met with representatives of CPED in early summer 2005 to solicit advice on how EPNI's Phase II Action Plan might complement and advance City-wide goals.

The final draft of the Phase II Action Plan was presented by the steering committee to the EPNI Board of Directors on October 10, 2005 for approval. Copies of the Board approved plan

document were made available at a couple of sites in the neighborhood for review during the next month. Another community meeting was announced for and held on November 14, 2005, to secure neighborhood ratification of the Phase II Plan before forwarding the Plan to NRP and the City.

Introduction to NRP Phase II Action Plan

“We [must] think of city neighborhoods as mundane organs of self-government. Our failures with city neighborhoods are, ultimately, failures in localized self-government. And our successes are successes at localized self-government.” - Jane Jacobs, The Death and Life of Great American Cities

The potential of Elliot Park as a distinctive Downtown Minneapolis neighborhood is practically unlimited. Its renaissance during the past few years as an attractive residential neighborhood promises the re-emergence of an urban community that is unique among American cities. It is not a blighted neighborhood, although it, too, has suffered from the Age of Disinvestment that befell many urban cores in the latter half of the last century. It has a solid stock of quality affordable residential units; it offers many opportunities for new infill development and property redevelopment; it is centrally located for ready access to Downtown, the Riverfront, Light Rail Transit, health services, and educational institutions. Although bounded on the south and east by freeway trenches, this situation also allows Elliot Park to “snuggle” in as a neighborhood that is intimately connected to the resources and amenities of the immediate Downtown and its environs, offering many possibilities for becoming a truly complete community.

Those who love cities would appreciate the promise of Elliot Park; the opportunities offered by this historical moment to fashion the neighborhood as host to a true and varied mix of housing, retail services, cultural offerings, and community spaces. With its central location, rich historic fabric, and attractive offerings for development and redevelopment, Elliot Park Neighborhood begs to be groomed as a community that demonstrates how the past and the present perpetually revive one another in a thriving metropolitan center.

The greatest resource in sustaining this promise of Elliot Park has been a committed core of residents and institutions in the neighborhood. Urban homesteaders who have regarded where they live as a real place to be; churches, schools, businesses, and health and service providers who have made decisions to remain in Elliot Park and flourish here. And the story of Elliot Park’s renaissance is the story of its citizens’ creation and sustenance of Elliot Park Neighborhood, Inc. (EPNI).

As a thirty-year old citizen participation organization, EPNI pre-dates the Neighborhood Revitalization Program (NRP). Nevertheless, it was NRP funding that allowed EPNI to oversee the beginnings of major reinvestment in Elliot Park Neighborhood. Some \$4.2 million in Phase I NRP dollars was leveraged by EPNI into \$151 million worth of development and community

improvements since the late 1990s. It can simply be said that without NRP resources, very little if any of this investment would have been realized.

It currently appears that the once-promised fully-funded 20-year investment in the NRP is waning. Therefore, one purpose of this document is to suggest how EPNI will use whatever NRP Phase II allocations remain as a base from which to leverage investment in Elliot Park from other sources. Perhaps the most important thing EPNI learned as a result of Phase I of the NRP is how to engage both the public and private sectors as a leader in decision-making that actually makes a difference. The consequence of this engagement is impressively informed and savvy neighborhood citizen participants who now have a stake in the practices of local self-government. The regular conduct of business in EPNI's three citizen participation standing committees served as the classroom for this education in civic engagement. But the critical self-teaching exercise was the creation of the neighborhood's *Master Plan* document (funded largely by Phase I monies).

Before the *Master Plan*, EPNI administered its Phase I goals and strategies mostly on a piecemeal basis. By presenting in the *Master Plan* a vision for a "complete community," EPNI was able to integrate the goals of many of its NRP programs. A "complete community" is defined as a self-sustaining neighborhood with a unifying identity that offers a diversity of choices in housing, retail, entertainment and services; which provides attractive public spaces; and which is vitally connected to other sectors of the City. The complete community must present a welcoming pedestrian environment, attractive places to safely gather and socialize, and affordable, convenient modes of transit that offset the disruptive mobility of dependence on automobiles. As the *Elliot Park Master Plan* sketches it, the complete community is all about Place and Connections, a prolific mixture of the private and the commons.

The *Elliot Park Master Plan* remains the guiding document for describing the kind of neighborhood residents and workers have agreed upon to work toward creating. Its philosophy, principles and practices for achieving the "complete community" permeate the NRP goals, objectives and strategies presented here. Aside from the particular recommendations and initiatives put forth in the Master Plan, the plan in itself reveals an underlying philosophy: that Elliot Park as one neighborhood is importantly connected to the City as a whole; that in order to realize neighborhood and city-wide goals, EPNI must sustain itself as a reliable agency for citizen engagement; that establishing working relationships with government, private, and non-profit jurisdictions is the best way for EPNI to sustain this mission and effectively leverage resources to accomplish common ends.

This Phase II plan is divided into categories of Housing & Community Development, Mixed Use Housing and Economic Initiatives, Community Livability/Public Realm Improvements, and EPNI's Importance to Elliot Park Neighborhood. But it is important to understand how the substantive issues identified in these categories actually integrate the specific strategies for how EPNI wishes to accomplish its goals and objectives. For example, in a Downtown neighborhood such as Elliot Park, the disposition and value of so many property parcels makes speaking of housing development as separate from commercial development unrealistic. If Elliot Park is to

become a complete community rather than a bedroom adjunct to Downtown, commercial corridors and retail nodes must be developed to offer residents the services and amenities of a true neighborhood. It is not enough that Elliot Park residents can take advantage of the CBD retail offerings; this assumption already has proved inadequate for meeting the needs and expectations of the neighborhood's residents. Retail and entertainment venues, a stronger jobs base, public realm improvements are all "housing-related" requirements if new residential opportunities are to be appealing and successful in Elliot Park.

Also implicit in these goals and strategies is EPNI's continuing transformation as a citizen participation neighborhood organization. Primarily as a result of implementing the *Master Plan*, during the past few years EPNI has taken a more active approach to guiding development in Elliot Park through its various design and development initiatives. Rather than sitting -in - waiting for business to come to them, EPNI's standing committees have spawned task forces and workshops that can respond to new development needs in the neighborhood more flexibly and creatively. Continuing to be firmly based in its fundamental mission of expanding opportunities for citizen engagement, EPNI's maturing role is to assume responsibility for *planning* and *initiating* neighborhood-level development and improvements. How better to advance a true sense of belonging in one's community than to offer forums for citizens to take part in decisions and actions *that matter*?

Building the Elliot Park Neighborhood promised by recent beginnings, envisioned by the neighborhood *Master Plan*, and proposed in this NRP Phase II Action Plan will demand experiments in new alliance-building between EPNI, government, businesses, and institutions; alliances that perhaps have not yet been fully exploited in ways community development traditionally has been conducted. No future resources should be hoarded; they should be mutually committed, contracted for, and applied for the betterment of the common good. EPNI fully intends to recruit the commitment of local businesses and institutions to help realize the shared visions for our community-as-a-whole. And rather than insinuate itself into the processes of local government, EPNI is willing to enlist with various government jurisdictions as a welcome and full participant in building better communities. This plan document is not about what EPNI alone is going to do. It is about what we all can do together. It is in fact about what EPNI's mission statement already expresses:

"Bringing people and resources together to preserve and promote the unique urban character of the historic Elliot Park Neighborhood."

NRP PHASE II ACTION PLAN

Goals, Objectives, Strategies

Section 1: Housing and Community Development

GOAL ONE: HOUSING AND COMMERCIAL DEVELOPMENT THAT
CONFORMS TO THE PRINCIPLES AND GUIDELINES OF THE
NEIGHBORHOOD *MASTER PLAN*

OBJECTIVE 1: ENSURE THAT NEIGHBORHOOD DEVELOPMENT CONTRIBUTES TO
THE OBJECTIVES OF THE *ELLIOT PARK MASTER PLAN* FOR CREATING A
COMPLETE COMMUNITY.

Strategy 1: **Elliot Park Master Plan**
Implement the recommendations and guidelines of the *Elliot Park Master Plan*.

This may include, but is not limited to:

- Maintaining EPNI's Building, Land Use & Housing (BLUH) committee as a citizen participation forum for the review of proposals and initiatives related to housing development.
- Convening Design & Development Workshops that formulate specific visions and implementation strategies for realization of housing/mixed use development.
- Continuing to employ EPNI's especially appointed citizen Development Review Task Forces to evaluate housing/mixed use development proposals, and to help shepherd such proposals through the neighborhood and City approval processes.
- Providing professional urban design consulting services and maintain full-time professional staffing at EPNI to plan, oversee, evaluate and monitor development projects, land use and zoning issues, and to realize implementation of housing and commercial development in Elliot Park Neighborhood.

NRP Phase II Strategy Resources: \$380,000

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.

Contract Manager: NRP/CPED

OBJECTIVE 2: SYNERGY WITH OTHER PLANNING EFFORTS

Strategy 1: **Planning Coordination**
Coordinate planning efforts throughout Elliot Park Neighborhood .

Coordination efforts may include:

- Working with other institutions and organizations (such as North Central University, Hennepin County Medical Center) to coordinate planning efforts between them and the neighborhood in the areas of workforce and student housing.
- Engaging the Minneapolis Community Planning and Economic Planning Development (CPED) Planning Division in implementation of the City's major planning documents, (such as *The Minneapolis Plan, Downtown 2010, the East Downtown/North Loop Master Plan*) to ensure that the zoning, land use, housing and commercial development standards, and design goals of those plans and Elliot Park's *Master Plan* work in concert.
- Working with CPED to identify housing and commercial development review standards and procedures to serve as models for the thorough, timely consideration of development proposals and applications (e.g., CPED Housing's consultation with EPNI on "best practices" for the review of such high density developments as Grant Park Homes).

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

GOAL TWO: PARTNERING WITH OTHER RESOURCES TO ENSURE A MIX OF HOUSING OPPORTUNITIES FOR ALL INCOMES

OBJECTIVE 1: Overcome obstacles preventing the creation of quality

and reasonably-priced housing for all persons who wish to live in Elliot Park Neighborhood.

Strategy 1:

Affordable Housing

Remove the barriers to affordable housing in Elliot Park through partnerships and targeted NRP investment.

These efforts may include:

- Providing forums for and broker potential partnerships between private and non-profit property owners and developers to create new models for achieving a broad range of housing opportunities.
- Engaging CPED Housing Policy & Development Division to match City resources to specific housing proposals through its Housing Development, Rehabilitation and Ownership Resources programs.
- Allocating as efficiently as possible other NRP funds that may become available for meeting “housing and housing related” goals in Elliot Park. This may involve decisions to participate in one or more of the common pool NRP Housing Investment Fund programs to maximize effect of the dollars, and/or establishing an Elliot Park Neighborhood Phase II home loan program.

NRP Phase II Strategy Resources: To be determined as funding becomes available.

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.

OBJECTIVE 2:

UPGRADE PROPERTY USES TO CREATE MORE HOUSING
OPPORTUNITIES IN ELLIOT PARK FOR A GROWING POPULATION

Strategy 1:

Underutilized Properties

Remove underutilized properties in the neighborhood by working with property owners to improve properties and intensify their uses:

This may include:

- Working with owners of surface parking lots to improve/ mitigate their properties’ impact, through new infill housing and commercial

development, greening, waste and storm water management, and landscaping efforts.

- Acquainting owners of under-utilized buildings in Elliot Park with the goals and opportunities offered by the neighborhood *Master Plan*, and assist them in finding ways to intensify the uses of their properties through mixed use housing development.
- Pursuing through Master Plan Design & Development Workshops the possibilities for coordinated mixed use housing development on promising parcels along such corridors as Tenth Street/Chicago Avenue, Ninth Street, Eighth Street and 11th Avenue, West Fifteenth Street.

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.

City Goal addressed by this strategy: Preserve and enhance our environmental, economic, and social realms to promote a sustainable Minneapolis.

OBJECTIVE 3: MAINTAIN QUALITY HOUSING AND INCREASE SENSE OF STEWARDSHIP AMONG PROPERTY-OWNERS AND RENTERS IN THE NEIGHBORHOOD.

Strategy 1:

Substandard Properties

Assist in improving sub-standard properties and stabilizing housing stock.

EPNI will:

- Promote property improvements that will contribute to the attractiveness and livability of neighborhood blocks (see Section 3).
- Promote opportunities for continued improvements to residential properties through low-interest loan funds offered by such agencies as Center for Energy and Environment, the MHFA, and CPED's Housing Development, Rehabilitation and Ownership Resources.

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.

Section 2: Mixed Use Housing and Economic Development

GOAL ONE: NEW AND DIVERSE NEIGHBORHOOD-LEVEL RETAIL,
HOUSING, AND CULTURAL DEVELOPMENT

OBJECTIVE 1: PROVIDE MORE RETAIL SERVICES AND INTERESTING PLACES TO GO
FOR RESIDENTS, WORKERS, AND VISITORS IN ELLIOT PARK

Strategy 1: **Increase Business in Elliot Park**
Increase neighborhood access to goods and services and increase
neighborhood amenities through recruitment and advocacy efforts.

This may include:

- Conducting *Master Plan* Design & Development Workshop forums to suggest ways property owners and developers might incorporate retail and commercial services into new housing development and redevelopment of properties.
- Identifying and recruiting through the commercial real estate market, EPNI task forces, and CPED Economic Policy and Development Division the kinds of business that would have the most appeal and chance for success in serving the residential population of Elliot Park.
- Applying *Master Plan* guidelines to attract “customized” and “destination” small businesses that have distinctive markets appropriate to the scale and residential demographic of Elliot Park neighborhood.
- Advocating for zoning and building code accommodations that would allow for such new urban housing and economic arrangements as live-work spaces in Elliot Park.
- Partnering with existing cultural venues and arts organizations to bring more arts and entertainment offerings to Elliot Park, creating a symbiosis with other “destination” spots in the neighborhood (housing, retail, and public spaces).

City Goal addressed by this strategy: Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

GOAL TWO:

CREATE HOUSING/MIXED USE DEVELOPMENT OPPORTUNITIES THROUGH RECLAMATION OF NEGLECTED AND UNDER-USED PROPERTIES

OBJECTIVE 1:

A FULLY DEVELOPED CENTRAL CORE/CHICAGO AVENUE CORRIDOR FOR NEIGHBORHOOD COMMERCE, EXCHANGE, AND COMMUNITY INTERACTION.

Strategy 1:

Chicago Avenue Commercial Corridor

Develop Chicago Avenue into a vibrant major commercial corridor.

Efforts will include:

- Prioritizing this critical sector of the neighborhood for *Master Plan* implementation focus in Design and Development Workshops.
- Cultivating Chicago Avenue as a major corridor for linking the neighborhood to the Downtown East LRT Station through new mixed use development, mass transit connections (such as bus circulators), and streetscape improvements.
- Engaging CPED economic and business financing capabilities to assist in assembling the resources for housing/mixed use development of the Central Core of Elliot Park.
- Bringing together various property owners, business and development specialists to agree on specific housing and commercial uses and ways to achieve those uses at this crossroads of Elliot Park Neighborhood.
- Presenting the Central Core/Chicago Avenue Corridor development initiative as a model for engaging partners and investors to achieve housing/mixed use development throughout the neighborhood and City.
- Providing professional urban design consulting services and maintain full-time professional staffing at EPNI to plan, oversee, evaluate and monitor development projects , land use and zoning issues, and to

realize implementation of housing and commercial development in Elliot Park Neighborhood.

NRP Phase II Strategy Resources: \$ 95,000

City Goal addressed by this strategy: Preserve and enhance our environmental, economic, and social realms to promote a sustainable Minneapolis.

Contract Manager: NRP/CPED

OBJECTIVE 2. FORGE CONNECTIONS BETWEEN ELLIOT PARK AND DOWNTOWN, EAST DOWNTOWN, LRT, THE RIVERFRONT, CEDAR RIVERSIDE, AND SOUTH MINNEAPOLIS.

Strategy 1: **Elliot Park Connections**
Promote better connections between Elliot Park and surrounding locations.

Efforts may include:

- Hosting Design and Development workshops and community stakeholder forums (such as through the Minneapolis Life Sciences Corridor initiative) that promote leveraging investment to restore commercial vitality to all of East Downtown.
- Coordinating the recommendations of Elliot Park's *Master Plan* with Public Works and City-wide initiatives (such as the Ten-Year Transportation Action Plan) that provide a variety of improved connections (transit, pedestrian, bicycle) between neighborhoods.
- Mitigating the impact of high-volume automobile traffic streets (such as the one-way pairs) that tear the neighborhood-scale residential and commercial fabric of Elliot Park.
- Promoting alliances with bordering neighborhoods to ensure that future planning and development result in beneficial contributions to the residential and economic health of the neighborhoods (in contrast to the impact some past ventures, such as the Metrodome and the Convention Center expansion, had on surrounding communities).

City Goal addressed by this strategy: Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.

GOAL THREE:

ACCESSIBILITY TO RESOURCES FOR NEW ECONOMIC DEVELOPMENT IN ELLIOT PARK AND EAST DOWNTOWN

OBJECTIVE 1.

INCORPORATE ELLIOT PARK AND EAST DOWNTOWN INTO THE WEALTH-PRODUCING ECONOMY OF THE REST OF DOWNTOWN.

Strategy 1:

Strengthen relationship with East Downtown

Develop a stronger more cohesive relationship between Elliot Park and East Downtown.

Efforts will include:

- Taking leadership in advocating for neighborhood-level participation in and benefits from the Minneapolis Life Sciences Corridor initiative, which in the broadest sense of the word is meant to bring “life” back into East Downtown.
- Continuing to strengthen EPNI’s working relationship with the East Downtown [Business] Council (EDC) to develop marketing programs and incentives for improving the economic vitality of Elliot Park and East Downtown.

City Goal addressed by this strategy: Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.

OBJECTIVE 2:

ENCOURAGE LOCAL AND COMMUNITY INVESTMENTS IN ELLIOT PARK

Strategy 1:

Business Opportunities

Provide opportunities to increase the number of local businesses in Elliot Park.

Activities will include:

- Investing in businesses, including EPNI itself, that are committed to the Elliot Park Neighborhood.

- Connecting neighborhood residents who wish to start up small businesses in Elliot Park with advisory and resource services offered by such agencies as CPED and the Minneapolis Consortium of Community Developers (MCCD).

NRP Phase II Resources: As funds become available

City Goal addressed by this strategy: Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Section 3: Community Livability/Public Realm Improvements

GOAL ONE:

PRESERVE AND PROMOTE THE UNIQUE URBAN CHARACTER OF HISTORIC ELLIOT PARK NEIGHBORHOOD THROUGH INITIATIVES TO HUMANIZE AND BEAUTIFY THE PUBLIC REALM

OBJECTIVE 1:

TRANSFORM ELLIOT PARK INTO "THE GARDEN NEIGHBORHOOD" BY APPLYING A GREEN PHILOSOPHY TO NEIGHBORHOOD IMPROVEMENT.

Strategy 1:

Neighborhood Green Space

Increase and maintain neighborhood greening

Efforts may include:

- Recruiting participation in the creation and care of neighborhood green spaces, such as pocket parks, mid-block courtyards, perimeter landscaping, public mews, and private and community gardens.
- Implementing to the fullest extent in all public realm and development initiatives the guidelines presented in the "Sustaining a Livable Neighborhood" section of Elliot Park's *Master Plan*.
- Collaborating with Park Board and local businesses and institutions to cultivate the neighborhood's two formal parks: Elliot Park and Franklin Steele Park.
- Working with government jurisdictions to reclaim public parcels, such as the "I-35W Triangle Park," as community spaces for community use and stewardship.

City Goal addressed by this strategy: Preserve and enhance our environmental, economic, and social realms to promote a sustainable Minneapolis.

OBJECTIVE 2: BUILD A VIBRANT NEIGHBORHOOD OF PLACES TO GO AND GATHER, REASONS TO GO, AND INVITING, CONVENIENT WAYS TO GO SOMEWHERE IN ELLIOT PARK.

Strategy 1: Neighborhood Stakeholder Connections

Provide more cohesive connections for neighborhood residents and businesses.

Activities will include the following:

- Applying the principles of Connections and Places promoted in the “Neighborhood Commons” vision of Elliot Park’s *Master Plan* to create pedestrian corridors, neighborhood commons areas, living streetscapes, transit connections, traffic calming measures, way finding markers, and destinations spots.
- Conducting community Design & Development Workshops for the development of prioritized commercial/mixed use corridors along Chicago Avenue (in collaboration with the Minneapolis Life Sciences Corridor partners) and Tenth Street/Centennial Place (Central Core).
- Applying the “Neighborhood Commons” vision of the *Master Plan* to enhance the public marketplace of neighborhood offerings through events, attractions and activities that will stimulate citizen interest and participation.

City Goal addressed by this strategy: Preserve and enhance our environmental, economic, and social realms to promote a sustainable Minneapolis.

OBJECTIVE 3: PROMOTE AND MARKET THE UNIQUE ELLIOT PARK NEIGHBORHOOD IDENTITY.

Strategy 1: Promote the neighborhood

Attract people to live in, visit and invest in Elliot Park by highlighting the neighborhood’s unique features and assets.

This may include:

- Developing materials and pursue initiatives that define the distinctiveness of Elliot Park as an attractive neighborhood in which to live, work, and play: identifying and promoting such themes as Elliot Park's historical authenticity, residential scale, and connectedness.
- Developing way finding signage, neighborhood gateways, and public art icons as signatures to the special place that is Elliot Park and East Downtown (*i.e.*, such as finding funding and sponsorship for actually building the East Downtown LRT Station Plaza Beacon Tower that would complete the vision and purpose of that work of public art).
- Increasing awareness of Elliot Park's unique history through sponsorship of such initiatives as the Elliot Park Neighborhood Archaeological Project, the annual Historic Walking Tour, and historic designations for eligible properties not included in the neighborhood's existing Ninth Street Historic District.

NRP Phase II Strategy Resources: \$35,000

City Goal addressed by this strategy: Preserve and enhance our environmental, economic, and social realms to promote a sustainable Minneapolis.

Contract Manager: NRP/DFD

GOAL TWO:

FULL CITIZEN PARTICIPATION IN COMMUNITY-BUILDING ACTIVITIES

OBJECTIVE 1:

INCREASE VOLUNTEER RESPONSIBILITY FOR COMMUNITY OUTREACH TO ALL POPULATIONS OF ELLIOT PARK

Strategy 1:

Community Building

Increase opportunities for neighborhood stakeholders to participate in community building activities.

Efforts will include:

- Transforming EPNI's Neighborhood Action Committee into an all-volunteer body that will assume responsibility for planning and carrying out such community building activities as the All People's Festival, Annual Meeting, Spring Clean-Up.

- Sponsoring neighborhood fundraising events through outreach efforts to all residents and workers in Elliot Park.
- Recruiting sponsorship and promotion of community events (such as the Wednesday's in the Park Summer Music Series) by corporate and institutional partners who have a stake in making Elliot Park an appealing neighborhood in which to live and work.

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

GOAL THREE:

A SAFE AND INVITING NEIGHBORHOOD

OBJECTIVE 1:

INCREASE THE EXPERIENCE OF SAFETY AND BELONGING FOR ALL RESIDENTS, WORKERS, AND VISITORS IN THE NEIGHBORHOOD.

Strategy 1:

Neighborhood Safety

Enhance the safety of the neighborhood by promoting collaborative efforts among the neighborhood stakeholders.

Efforts will include:

- Improving community policing policies and practices in collaboration with the Police Department First Precinct Patrol Bureau and CCP/SAFE, and the Minneapolis Park Patrol.
- Working with landlords, residents, and businesses to organize committed block-by-block community volunteers to monitor issues of crime and problem properties in the neighborhood.
- Collaborating with the EDC to encourage businesses and institutions (such as NCU and HCMC) to pool and coordinate security force responsibilities.
- Supporting the Community Oriented Public Safety Initiative Reserve Fund (COPS) for direct patrolling services as outlined in the COPS Proposal and contract with Minneapolis Police Department First Precinct.

NRP Phase II Resources: (\$ 13,250.00 COPSIRF Funds)

City Goal addressed by this strategy: Build communities in which all people feel safe and trust the City's public safety professionals and systems.

Section 4: EPNI's Importance to the Elliot Park Neighborhood

<u>GOAL 1:</u>	FULL CITIZEN PARTICIPATION IN LOCAL SELF-GOVERNMENT THROUGH SUSTAINING EPNI AS THE NEIGHBORHOOD ORGANIZATION
OBJECTIVE 1:	ENSURE RESOURCES AND CAPACITIES ARE AVAILABLE TO REALIZE THE GOALS OF EPNI'S <i>MASTER PLAN</i> AND NRP PHASE II ACTION PLAN IN FULFILLMENT OF THE ORGANIZATIONAL MISSION: <i>"BRINGING PEOPLE AND RESOURCES TOGETHER TO PRESERVE AND PROMOTE THE UNIQUE URBAN CHARACTER OF THE HISTORIC ELLIOT PARK NEIGHBORHOOD."</i>
Strategy 1:	<p>Sustain the neighborhood association</p> <p>Increase the sustainability of Elliot Park Neighborhood Incorporated as an on-going citizen participation vehicle through staff and operating support, effective partnerships, and creative fundraising.</p> <p>Activities will include:</p> <ul style="list-style-type: none">• Maintaining appropriate staff at EPNI who will provide planning, oversight, evaluation and monitoring services to all programs, finances, program staff, NRP contracts, new program development, and fundraising activities. The Executive Director and office/project manager 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 20% on administration, 50% on housing and housing-related issues, and 30% on non-housing related issues. It is estimated that the office/project manager's time will be spent 50% on administration, 10% on housing and housing-related issues, and 40% on non-housing-related issues.• Providing office space and supplies to maintain EPNI programs by having sufficient funds for office and event supplies, maintenance,

staff training, accounting, insurance, utilities, equipment, postage, and all other operating expenses.

- Engaging and building upon government partnerships that will continue to provide resources to EPNI as the chartered neighborhood organization for citizen participation in Elliot Park.
- Exploring the means, such as through the Central Neighborhoods Partnership, for EPNI to consolidate and share resources with other Downtown neighborhoods to achieve common goals.
- Secure alternative sources of funding through capital and endowment campaigns, corporate and foundation partnerships that emphasize “Investment in EPNI is investment in your community.”

NRP Phase II Strategy Resources:

Phase II Plan Development Fund:	\$ 34,750
Phase I Rollover Funds:	\$ 50,000

NRP Phase II Funds:	<u>\$133,754</u>
Section Total	\$218,504

City Goal addressed by this strategy: Strengthen City government management and enhance community engagement.

City Goal addressed by this strategy: Deliver consistently high quality services at a good value to taxpayers.

Contract Manager: NRP

Last Revision: November 29, 2005

ELLIOT PARK NEIGHBORHOOD PHASE II NRP ACTION PLAN

ACTIVITY	2004/05-EARLY ACCESS		2006		NRP	PROGRAM INCOME	PHASE I ROLLOVER	CHANGES
	NRP HOUSING	NRP OTHER	NRP HOUSING	NRP OTHER	PHASE II TOTAL			
HOUSING AND COMMUNITY DEVELOPMENT (page 9)								
1.1.1. Master Plan Implementation			380,000		380,000			
MIXED-USE HOUSING AND ECONOMIC DEVELOPMENT (page 13)								
2.1.1. Chicago Avenue Commercial Corridor				95,000	95,000			
COMMUNITY LIVABILITY/PUBLIC REALM IMPROVEMENTS (page 17)								
1.3.1. Neighborhood Promotion				35,000	35,000			
3.1.1. Community-Oriented Public Safety Initiative		see * below			-			
EPNI'S IMPORTANCE TO THE ELLIOT PARK NEIGHBORHOOD (page 21)								
1.1.1. Sustain the Neighborhood Association		34,750		133,754	168,504		50,000.00	1
TOTAL	0	34,750	380,000	263,754	678,504	0.00	50,000.00	
APPROVED EARLY ACCESS - PLAN DEV'L	34,750				34,750			
ACTION PLAN REQUEST	34,750		643,754		678,504			
APPROVED EARLY ACCESS - COPSIRF *	8,970.00				8,970			
ADMINISTRATIVE FUNDS IN PLAN	34,750		133,754		168,504	24.83%		
ADMIN FUNDS FOR HOUSING					125,552			
TOTAL HOUSING ALLOCATION					505,552	74.51%		
AMOUNT AVAILABLE (70%) IN 1ST 3 YEARS **	34,750		440,203		474,953			

* - The Elliot Park Community Oriented Public Safety Initiative (Community Livability/Public Realm Improvements 3.1.1.) was funded through the NRP Community Oriented Public Safety Initiatives Reserve Fund (COPSIRF) for a total of \$13,280. Final expenditures for this initiative are \$8,970. 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.

CHANGES:

1. On March 29, 2005, the NRP Director approved a plan modification to reallocate \$50,000 of Phase I funds to Phase II strategy, Sustain the Neighborhood Association (EPNI's Importance to the Elliot Park Neighborhood 1.1.1.). (This is Phase I Plan Modification #19 and Phase II Plan Modification #1.)

ELLIOT PARK NEIGHBORHOOD PHASE II NRP ACTION PLAN

ACTIVITY	COMMENTS				CONTRACT ADMINISTRATOR			
HOUSING AND COMMUNITY DEVELOPMENT (page 9)								
1.1.1. Master Plan Implementation					NRP/CPED			
MIXED-USE HOUSING AND ECONOMIC DEVELOPMENT (page 13)								
2.1.1. Chicago Avenue Commercial Corridor					NRP/CPED			
COMMUNITY LIVABILITY/PUBLIC REALM IMPROVEMENTS (page 17)								
1.3.1. Neighborhood Promotion					NRP/DFD			
3.1.1. Community-Oriented Public Safety Initiative					Police			
EPNI'S IMPORTANCE TO THE ELLIOT PARK NEIGHBORHOOD (page 21)								
1.1.1. Sustain the Neighborhood Association					NRP			

Elliot Park Neighborhood Phase II NRP Action Plan (Elliot Park 2.xls)

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Last Revision: November 29, 2005

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