

## **Memorandum**

To: Policy Board Members and Alternates

From: Robert D. Miller, Director

Date: November 19, 2007

Subject: Cleveland NRP Phase II Neighborhood Action Plan

The Cleveland Neighborhood Association (CNA) is submitting their Phase II Neighborhood Action Plan for your review and adoption.

The neighborhood Participation Agreement was approved August 7, 2006. The CNA requested and received \$8,400 from the Phase II Plan Development Advance Fund for their planning and notification activities. These funds were used for printing, postage, and distribution of the neighborhood survey, distribution of the neighborhood draft plan and notification to residents of the various planning and approval meetings.

In 2006, CNA established its NRP Steering Committee whose task was to create a mail-out neighborhood survey. In 2007 CNA connected with the University of Minnesota's service learning program and involved four university students with the NRP planning process. To supplement survey results, the University of Minnesota student's door knocked homes with residents that may not have otherwise participated in the NRP planning process. In March of 2007 the steering committee hosted focus groups to identify solutions to concerns identified in the survey. Shortly after convening these groups, the committee hosted a neighborhood "NRP Open House" where residents prioritized the ideas from the focus groups. The neighborhood then followed up with distribution of postcards for comments and interviews of business owners and landlords. All these efforts contributed to the development of the Phase II Neighborhood Action Plan.

The major strategy in the Phase II NAP is CNA's Housing Program to address immediate and future housing needs. The NRP Steering Committee concluded that the specific areas of interest to neighborhood residents fall into the following categories: housing; commercial development; crime and safety; neighborhood identity; community engagement; the environment; and the association's future after NRP. Additionally, staff time and support are necessary for effective implementation and administration of the goals, objectives and strategies outlined in this plan.

External counsel has reviewed the plan and all of its strategies are consistent with activities allowed by the NRP legislation. As a result of the actions taken by the neighborhood in producing this plan, the approval given by the residents of Cleveland and the CNA Board and the results of the jurisdictional staff reviews, I recommend approval of the following resolution:

**WHEREAS:** On April 19, 2004, the Minneapolis Neighborhood Revitalization Program (NRP) Policy Board ("Board") approved a Phase II allocation for the Cleveland neighborhood of \$448,446 based on the Phase II revenues projected for NRP; and

**WHEREAS:** The Cleveland neighborhood conducted an extensive and inclusive Phase II neighborhood action plan development process; and

**WHEREAS:** The Cleveland NRP Phase II Neighborhood Action Plan requests a Phase II allocation at their guideline of \$448,446 and dedicates at least 70% of that allocation to housing programs, projects, services and activities.

**BE IT RESOLVED:** That the Minneapolis Neighborhood Revitalization Program (NRP) Policy Board ("Board") hereby accepts and adopts the Cleveland NRP Phase II Neighborhood Action Plan dated October 22, 2007; and

**RESOLVED FURTHER:** That the Board hereby authorizes the Director to request that the City Council and Mayor [a] approve the Cleveland NRP Phase II Neighborhood Action Plan, and specifically those parts of the Plan that fall under City jurisdiction, for their Phase II allocation of up to \$448,446 [b] amend the 2008 General Appropriation Resolution to increase the Fund CNR0 (NRP Fund) by \$217,600 from existing fund balance for implementation of the approved Plan; [c] and authorize the appropriate City officers to reserve the remaining \$222,446 for Plan implementation in a reserve account within Fund CNR0 for future years expenditures on the approved Plan provided that no more than 70% of the amount approved for the Plan (\$313,896) shall be obligated in the first three (3) years after approval of the Plan; and [d] authorize the appropriate City officers to enter into any contracts or agreements necessary to implement the activities above.

## CLEVELAND PHASE II NEIGHBORHOOD ACTION PLAN

ACTIVITY	2004/06-EARLY ACCESS		ACTION PLAN		NRP	PROGRAM INCOME	PHASE I ROLLOVER	CHANGES
	NRP HOUSING	NRP OTHER	NRP HOUSING	NRP OTHER	PHASE II TOTAL			
<b>HOUSING (page 9)</b>								
A.1.C. Home Improvement Assistance Program			6,000		6,000			
A.1.D. Landscaping Grant Program				20,000	20,000			
A.3.A. Lot Redevelopment Program			283,200		283,200			
A.5.C. Educational Opportunities for Renters/New Owners			3,500		3,500			
<b>COMMERCIAL DEVELOPMENT (page 14)</b>								
B.2.C. Home-based Bus. Incentives to Locate in Cleveland				7,000	7,000			
B.2.E. Recruit Targeted Businesses				5,000	5,000			
<b>CRIME AND SAFETY (page 18)</b>								
C.2.C. Neighborhood Policing				20,000	20,000			
C.2.D. COPSIRF		see * below			-			
C.3.A. Traffic Calming				10,000	10,000			
C.3.B. Install Traffic Controls				2,500	2,500			
<b>NEIGHBORHOOD IDENTITY (page 22)</b>								
D.1.A. Informational/Promotional Materials				3,000	3,000			
D.1.B. Neighborhood Identity Signage				2,500	2,500			
D.2.A. Lowry Avenue Monuments				5,000	5,000			
<b>COMMUNITY ENGAGEMENT (page 25)</b>								
E.1.A. Volunteer Recruitment				5,000	5,000			
E.2.A. Newsletter and Other Communication				15,000	15,000			
E.4.A. Welcome Packets				400	400			
E.4.B. Block Clubs				6,000	6,000			
E.4.C. Neighborhood Events				4,000	4,000			
<b>ENVIRONMENT (page 31)</b>								
F.2.A. Cleveland Park Events				1,250	1,250			
<b>COMMUNICATION (page 35)</b>								
H.1.A. Automated Phone Service System				5,000	5,000			
H.1.C. CNA Website				500	500			
<b>IMPLEMENTATION AND ADMINISTRATION (page 39)</b>								
J.1.A. Develop a Neighborhood Action Plan		8,400			8,400			
J.2.A. Hire Staff to Assist with Implementation				35,196	35,196			
<b>TOTAL</b>	0	8,400	292,700	147,346.00	448,446	0.00	0.00	
<b>ACTION PLAN REQUEST</b>	<b>8,400</b>		<b>440,046</b>		<b>448,446</b>			
APPROVED EARLY ACCESS - PLAN DEVELOPMENT	8,400				8,400			
APPROVED COPSI RESERVE FUND *	11,452.50				11,452.50			
ADMINISTRATIVE FUNDS IN PLAN	8,400		65,096		73,496	16.39%		
ADMIN FUNDS FOR HOUSING					57,373			
TOTAL HOUSING ALLOCATION					350,073	78.06%		
2008 APPROPRIATION NEEDED			217,600		217,600			
2009 APPROPRIATION NEEDED			48,546		48,546			
2010 APPROPRIATION NEEDED			39,350		39,350			
AMOUNT AVAILABLE (70%) IN 1ST 3 YEARS **	8,400		305,496		313,896			

\* - The Cleveland, Lind-Boahnon, McKinley, Shingle Creek, Victory and Hawthorne Community Oriented Public Safety Initiative (Crime and Safety C.2.D.) was funded through the NRP Community Oriented Public Safety Initiatives Reserve Fund (COPSIRF) for a total of \$68,750; Cleveland's portion of the allocation is \$11,452.50. Final expenditures for this initiative are \$58,498.08; Cleveland's share of these expenditures is \$9,749.68. 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 their neighborhood allocation during the first three years following approval of its action plan.

# CLEVELAND PHASE II NEIGHBORHOOD ACTION PLAN

ACTIVITY	COMMENTS	CONTRACT ADMINISTRATOR
<b>HOUSING (page 9)</b>		
A.1.C. Home Improvement Assistance Program		DFD
A.1.D. Landscaping Grant Program		DFD
A.3.A. Lot Redevelopment Program		CPED
A.5.C. Educational Opportunities for Renters/New Owners		DFD, MPS
<b>COMMERCIAL DEVELOPMENT (page 14)</b>		
B.2.C. Home-based Bus. Incentives to Locate in Cleveland		DFD, NRP
B.2.E. Recruit Targeted Businesses		DFD, NRP
<b>CRIME AND SAFETY (page 18)</b>		
C.2.C. Neighborhood Policing		MPD
C.2.D. COPSIRF		MPD
C.3.A. Traffic Calming		DFD
C.3.B. Install Traffic Controls		Public Works, DFD
<b>NEIGHBORHOOD IDENTITY (page 22)</b>		
D.1.A. Informational/Promotional Materials		NRP
D.1.B. Neighborhood Identity Signage		DFD
D.2.A. Lowry Avenue Monuments		DFD, CPED Planning
<b>COMMUNITY ENGAGEMENT (page 25)</b>		
E.1.A. Volunteer Recruitment		NRP
E.2.A. Newsletter and Other Communication		NRP
E.4.A. Welcome Packets		NRP
E.4.B. Block Clubs		NRP
E.4.C. Neighborhood Events		NRP
<b>ENVIRONMENT (page 31)</b>		
F.2.A. Cleveland Park Events		MPRB/DFD
<b>COMMUNICATION (page 35)</b>		
H.1.A. Automated Phone Service System		NRP
H.1.C. CNA Website		NRP
<b>IMPLEMENTATION AND ADMINISTRATION (page 37)</b>		
J.1.A. Develop a Neighborhood Action Plan		NRP
J.2.A. Hire Staff to Assist with Implementation		NRP

Cleveland Phase II Neighborhood Action Plan (Cleveland 2.xls)  
 Date Created: August 9, 2007  
 Last Revision: November 14, 2007  
 Prepared By: Robert Cooper, Finance, 673-5239

# Cleveland Neighborhood Neighborhood Revitalization Program Phase II Action Plan



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*Approved by Cleveland Neighborhood Association Board of Directors, September 17, 2007*

*Approved by Cleveland Neighborhood Association members, October 22, 2007*

## Acknowledgements

Cleveland Neighborhood Association (CNA) would like to thank the individuals involved with the NRP Phase II planning process. Without the help of the following individuals, CNA would not have been able to complete this NRP Phase II Action Plan.

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Owners and managers of Cleveland businesses who provided their feedback to this process

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# Executive Summary

## **Background**

Through NRP, over the past ten years Cleveland Neighborhood Association (CNA) has created and supported programs to benefit Cleveland neighborhood's residents. These programs covered a broad range of needs: improving homes, providing youth opportunities, and addressing crime, to name a few. Cleveland Neighborhood Association and neighborhood residents expect to continue to strengthen and improve the community during Phase II of the NRP.

In reviewing information from neighborhood surveys, focus groups, door knocking and other outreach methods, the NRP Steering Committee charged to develop the Phase II Action Plan concluded that specific areas of interest to neighborhood residents are housing, commercial development, crime and safety, neighborhood identity, community engagement, environment, transportation, and the association's future after NRP. Additionally, staff time and support are necessary for effective implementation and administration of the goals, objectives and strategies outlined in this plan.

## **Housing**

Under housing, objectives and strategies were designed to reach the goal to "improve neighborhood stability by maintaining and improving housing inventory and encouraging homeownership through financial support and educational opportunities." Strategies center on maintaining and improving home conditions, increasing homeownership, replacing substandard properties with new buildings, educating homeowners and potential homeowners, and investing in home security.

## **Commercial development**

In the commercial development section, with the goal being to increase commercial investment in Cleveland, objectives and strategies were developed to support and encourage commercial investment in and around Cleveland. More specifically, some initiatives CNA plans to implement include providing incentives for home-based businesses to move into available business space, recruiting targeted businesses for locating in or near Cleveland, and staying involved with development projects affecting the Cleveland community.

## **Crime and safety**

Crime and safety continue to be a priority for Cleveland residents, and CNA is committed to the goal of increasing feelings of safety and decreasing crime in Cleveland. To achieve this goal, CNA plans to create and support safety programs, to strengthen the neighborhood's relationship with the Minneapolis Police Department, to address speeding and other traffic issues, and to work with landlords on improving quality and maintaining safety of rental properties.

## **Neighborhood identity**

An important aspect of neighborhood life is neighborhood identity, which includes instilling an awareness of and appreciation for Cleveland neighborhood among its residents and the wider community. To improve neighborhood identity, CNA plans to create and distribute informational and promotional materials about Cleveland as well as North Minneapolis, to develop signage for the neighborhood, and to support projects designed to beautify the neighborhood.



**Community engagement**

With regards to community engagement, CNA would like to increase engagement opportunities and resident interaction in Cleveland. Some steps CNA plans to take to do this include recruiting volunteers, producing a regular newsletter, hosting neighborhood gatherings, providing meaningful opportunities for youth, and promoting block clubs.

**Environment**

To address environmental concerns, CNA wants to maintain and sustain Cleveland's natural environment and urban landscape. More specifically, CNA would like to create an environment for residents to enjoy and to invest in green living and neighborhood green spaces. CNA also plans to promote Cleveland Park use, by hosting regular events there and by improving the visibility of the park from Penn and Lowry Avenues.

**Transportation**

In the transportation section, the goal is to provide adequate and safe transportation options for those who live, work or play in Cleveland neighborhood. CNA plans to work with the city and other entities to increase availability of bus, bike and light rail options in or near Cleveland neighborhood.

**Communication**

Regular, effective communication is essential for meeting many of the objectives and strategies outlined in the NRP Phase II plan. To ensure that residents and businesses are aware of neighborhood events and programs, CNA plans to develop appropriate technological systems to connect with neighborhood residents, landlords and businesses.

**Future of Cleveland Neighborhood Association**

In order to continue its work, CNA must consider how it will exist in the future beyond NRP. Steps necessary for developing a viable future include promoting and publicizing CNA's vision and mission statements and diversifying the funds that support the association's programs and initiatives.

**Implementation and administration**

Finally, to ensure the association's effectiveness as an organization, it is necessary to provide funds for adequate implementation and administration of the NRP Phase II plan. CNA must continue to employ at least one person to assist in the implementation of the plan. CNA also intends to utilize neighborhood volunteers to achieve the neighborhood association's goals.

# Background

## Neighborhood description and history

“Small neighborhood, big heart.” Cleveland neighborhood’s motto describes it well. Despite being one of the smallest neighborhoods in Minneapolis, Cleveland is home to residents who care about the neighborhood’s future; these neighbors work toward creating a safe and healthy environment for all who live, work and attend school in Cleveland. Located in North Minneapolis and one of the seven neighborhoods that comprise the Camden community, Cleveland is bounded by Lowry Avenue on the south, Penn Avenue North on the east, Dowling Avenue on the north and Xerxes Avenue North on the west.

While it is a small neighborhood, according to United States Census data, from 1980 to 2000 Cleveland neighborhood experienced growth faster than the city of Minneapolis as a whole, growing by 6.8 percent to 3,440 residents in 2000. Along with that population growth, Cleveland neighborhood has seen an increase in its population of children ages 5 to 17, and the number of older adults (65 and older) living in Cleveland has decreased. One of the most striking changes in the Cleveland population from 1980 to 2000 has been the shift in racial demographics. In 1980, 95 percent of the population was white, compared to 51 percent in 2000. By contrast, in 1980 two percent of the population was black and 0.5 percent was Asian, compared to 2000, when 30 percent of the population was black and 10 percent was Asian. Along with these demographics, it is important to note the racial demographics by householder. According to the 2000 Census, 68 percent of householders are white, 23 percent are black, 5 percent are Asian, 1 percent are American Indian and the remainder report being two or more races. When considering the Cleveland neighborhood NRP survey results, the householder demographics are more relevant with generally one survey completed for each household.

Looking at the wealth of the neighborhood population, Cleveland’s median household income for 1999 was higher than for the city of Minneapolis at \$42,161 (compared to \$37,974 for the city). Despite having a higher than average median household income, Cleveland has not experienced as much of an increase in median housing value when compared with Minneapolis as a whole. In 2000, the median housing value in Cleveland was \$82,800, compared to \$113,500 for the city of Minneapolis. Additionally, it is important to recognize the range of wealth in the neighborhood, with the eastern border on Penn Avenue consisting of largely rental properties and small-scale businesses and the western border on Xerxes Avenue consisting of many upscale residential homes facing Victory Memorial Parkway.

Cleveland and surrounding neighborhoods such as Jordan, Folwell and Hawthorne are experiencing numerous changes with recent and upcoming construction along the Lowry Avenue Corridor. The southeast corner of Penn Avenue North and Lowry Avenue North is currently under development, after sitting vacant for over ten years. With these investments in the area, Cleveland Neighborhood Association (CNA) is optimistic about the neighborhood’s future and the opportunities that will be available for commercial growth. As a recipient of the Great City Design Team award, in spring 2007 CNA and residents worked with architects and developers to create a vision of what could be developed on the northwest corner of Penn Avenue North and Lowry Avenue North. CNA hopes this vision will help guide future development at that corner.

## Cleveland Neighborhood Association vision and mission

As CNA plans for its future, including the carrying out of strategies outlined in this plan, it is important to revisit the association's vision and mission to ensure that actions and priorities of the neighborhood reflect these broader values. Below are the organization's vision and mission, with additional explanation about the vision statement.

### **Vision statement**

The Cleveland Neighborhood values its diverse population. It has services and programs that support the community. It has a variety of successful businesses serving the needs of and supported by the neighborhood. Cleveland Neighborhood manifests genuine neighborliness, exhibits urban appeal and is a place where residents and visitors feel welcome and safe.

#### *Explanation of vision statement*

- The *diverse population* of Cleveland consists of people of all ages, genders, races, ethnic backgrounds, economic levels, and sexual orientation and includes both homeowners and renters.
- The *services and programs* include but are not limited to churches, schools, libraries, mass transit, recreational opportunities, housing programs, and block clubs
- The *neighborliness* embodies inclusiveness and mutual respect, shared values and norms, friendly interaction and helpfulness, a sharing of talents and skills, a sense of neighborhood stewardship, and a sense of "place".
- The characteristics that contribute to *urban appeal* are a clean environment with adequate green space, proximity to downtown, easy access to major freeways and highways, a well maintained physical infrastructure, proximity to a variety of resources, goods and services, and an attractive and well maintained housing stock.
- The perception of *safety* is realized when residents can and feel they can walk safely in all parts of the neighborhood at all times and know that neighbors know and watch out for each other.

### **Mission statement**

The mission of the Cleveland Neighborhood Association is to protect and promote the interests of the residents and business owners by representing the neighborhood in all levels of government planning, promoting resident involvement and community building, researching and evaluating the assets and needs of the community, developing and implementing plans and programs that will maintain the assets and address the needs, communicating to, educating and involving the residents and collaborating with other neighborhoods and agencies in realizing the vision of the neighborhood .

# NRP planning stages

## NRP Phase I review

During Phase I of the Neighborhood Revitalization Program, CNA accomplished work outlined in its Phase I action plan, which was finalized in December 1995. NRP funds enabled the Cleveland neighborhood to improve its community by providing funds and technical expertise to residents, who were then able to make decisions appropriate for Cleveland. In addition to implementing a wide range of activities, from partnering with others to carry out the North Housing and Home Improvement Fair to providing landscaping grants for residents, CNA was able to move into a brand new office located on the south side of Lucy Craft Laney Community School. This move has allowed for partnerships to develop between CNA, the Minneapolis Public Schools and other school related initiatives. One of the most positive developments growing out of Phase I of the project was the increase in networking among residents and community organizations. Cleveland Neighborhood Association and its residents developed positive relationships with Minneapolis city officials, other neighborhood associations, organizations investing in and improving North Minneapolis and other entities working to strengthen communities. These networks and partnerships provide a strong foundation for continuing to make Cleveland neighborhood and North Minneapolis great places to live, work and play.

## NRP Phase II planning and information gathering process

In October 2005 CNA began its Phase II planning process. At its 2005 annual meeting, neighborhood residents brainstormed ideas about how to spend funds on housing and non-related housing issues in order to maintain and improve the neighborhood environment.

In 2006, CNA established its NRP Steering Committee, which is comprised of two women and three men. Additionally, through a neighborhood resident, CNA connected with the University of Minnesota's service learning program, which involved four university students with the NRP planning process during the spring of 2007. These four students played a critical role in helping the steering committee gather information for the action plan.

The first main task of the NRP Steering Committee was to create a neighborhood survey, which was completed and mailed to residents in December 2006. Over 1,300 households and businesses received the survey, and 141 individuals completed it. Survey respondents were generally representative of the neighborhood geographically. However, over 80 percent of survey respondents were white, even though in 2000 only 51 percent of individuals living in the neighborhood were white.

To supplement survey results, the University of Minnesota students' door knocked on homes located on neighborhood streets that had fewer respondents compared to the rest of Cleveland (Lowry, Penn, Queen and Russell). Through the door knocking students connected with residents that may not have otherwise participated in the NRP planning process, including several individuals from underrepresented groups. Additionally, the door knocking approach gave residents the opportunity to share more detailed information about their concerns and hopes for the neighborhood.

In March 2007, the steering committee hosted three focus groups to help identify solutions to the concerns identified in the survey. Shortly after the focus groups, the committee hosted a

neighborhood “NRP Open House” at which residents could prioritize the ideas from the focus groups that were most important to them.

Following the NRP Open House, the University of Minnesota students brainstormed another idea for reaching underrepresented groups, creating a postcard requesting people to rank ideas generated from the focus group. These postcards were left at neighborhood businesses and handed out by CNA board members and staff to neighborhood residents, targeting those from underrepresented groups. Postcards were also distributed on May 25 at the Lucy Craft Laney Community School End of the Year celebration, where CNA hosted an educational booth.

During the early summer, NRP Steering Committee members interviewed business owners, managers and landlords to get their feedback about what they would change at their businesses if funds were available. Additionally, owners and managers also expressed concerns they had about the neighborhood, such as criminal activity.

On June 14, at the Cleveland Neighborhood Summer Kickoff Celebration, a steering committee member visited with several attendees about their neighborhood concerns, asking questions about what they would do if they had a low-interest loan and what actions they would like to see taken to make the neighborhood safer.

All these outreach efforts contributed significantly to the development of the Phase II action plan.

#### Goals, objectives and strategies for NRP Phase II

In reviewing the results from the surveys, focus groups, door knocking and other outreach methods, the NRP Steering Committee concluded that the specific areas of interest to neighborhood residents fall under these categories: housing; commercial development; crime and safety; neighborhood identity; community engagement; the environment; and the association’s future after NRP. Additionally, staff time and support are necessary for effective implementation and administration of the goals, objectives and strategies outlined in this plan.

Each of the strategies fit within the goals developed by the city of Minneapolis, as listed below.

1. Build communities where all people feel safe and trust the City’s public safety professionals and systems.
2. Maintain the physical infrastructure to ensure a healthy, vital and safe City.
3. Deliver consistently high quality City services at a good value to our taxpayers.
4. Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.
5. Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.
6. Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.
7. Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.
8. Strengthen City government management and enhance community engagement.

In the action plan, following each strategy is the city goal (or goals) that relate to that strategy.

# Housing

Goal A: Improve neighborhood stability by maintaining and improving housing inventory and encouraging homeownership through financial support and educational opportunities

**Rationale:** Community homeowners, responsible and trustworthy landlords and an active community contribute to neighborhood stability by maintaining their properties and ensuring that neighboring properties do not deteriorate. Cleveland Neighborhood Association must create and support initiatives designed to help maintain and improve neighborhood housing stock. Additionally, one of the main reasons people move to Cleveland is because of the affordability of the homes. CNA would like to ensure opportunities for home purchase to encourage more homeownership in the area. CNA also recognizes that many of its residents are renters, and as a result, the association would like to reach out to renters and make it possible for them to own a home in Cleveland.

## **Objective 1: Maintain and improve conditions of existing homes in Cleveland**

*Strategy A: Create neighborhood standards for housing conditions.*

How: CNA, working alongside residents and landlords, will review best practices to determine standards that will serve as guidelines for homeowners and landlords. These guidelines will indicate what CNA would like to see concerning the minimal maintenance necessary to contribute to neighborhood stability.

### **City goals:**

- Maintain the physical infrastructure to ensure a healthy, vital and safe City.
- Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs and promotes future growth.

Funding: \$0

Timeline: N/A

Partners: CNA; neighborhood residents, landlords; public safety and regulatory services

Contract manager: N/A

*Strategy B: Develop a revolving loan program for exterior and interior home improvement.*

How: Review previously existing loan program from Phase I, determine strengths and weaknesses of that program and work with third party administrator to create a new loan program that adequately meets the needs of residents and landlords.

### **City goals:**

- Maintain the physical infrastructure to ensure a healthy, vital and safe City.
- Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs and promotes future growth.

Funding: \$0

Timeline: N/A  
Partners: CNA; third party administrator  
Contract manager: N/A

*Strategy C: Create home improvement assistance program for individuals in need.*

How: Begin by implementing the Cleveland Paints program, which will provide painting assistance to seniors and people with disabilities. If successful, use this program as a model for additional home assistance programs, if needed.

**City goals:**

- Maintain the physical infrastructure to ensure a healthy, vital and safe City.
- Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs and promotes future growth.

Funding: NRP \$6,000  
Timeline: 2008 - \$2,000  
              2009 - \$1,000  
              2010 - \$1,000  
              2011 and beyond - \$2,000  
Partners: CNA; North End Hardware; other funders  
Contract manager: DFD

*Strategy D: Create a landscaping program to enhance the exterior appeal of homes and to address flooding issues in Cleveland neighborhood.*

How: Review previous landscaping program and consider changes that must be made before implementing a new program. Study and incorporate alternative storm water management treatment program, such as comprehensive rain gardens (achieved by neighbors working in partnership, for example).

**City goals:**

- Maintain the physical infrastructure to ensure a healthy, vital and safe City.
- Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs and promotes future growth.

Funding: NRP \$20,000  
Timeline: 2008 - \$10,000  
              2009 - \$2,500  
              2010 - \$2,500  
              2011 and beyond - \$5,000  
Partners: CNA; third party administrator  
Contract manager: DFD

Objective 2: Encourage homeownership of rental, vacant and abandoned homes in Cleveland neighborhood.

*Strategy A: Provide incentives to encourage people to purchase abandoned, vacant, substandard or current rental property in Cleveland neighborhood.*

How: Cleveland Neighborhood Association will provide support, such as in a loan program, to individuals purchasing identified properties in the neighborhood. The program may target first-time homebuyers.

**City goals:**

- Maintain the physical infrastructure to ensure a healthy, vital and safe City.
- Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs and promotes future growth.

Funding: \$0

Timeline: N/A

Partners: CNA; third party administrator

Contract manager: N/A

**Objective 3: Replace substandard properties with new buildings and rehab existing structures for multi-use purposes, including rental and owner housing**

*Strategy A: Develop a lot redevelopment program or similar program to purchase substandard properties and build new spaces or rehab structures for multi-use purposes.*

How: Focus on improving the entire neighborhood, inside and along the corridors, by improving the quality of homes and rehabbing the corridor with businesses and multi-use properties, such as retail and housing. In order to do this, identify properties in the neighborhood that are substandard and work with the city, county and other entities to purchase and redevelop these properties into attractive multi-use building options.

**City goals:**

- Maintain the physical infrastructure to ensure a healthy, vital and safe City.
- Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs and promotes future growth.

Funding: NRP \$283,200

Timeline: 2008 - \$150,000

2009 - \$25,000

2010 - \$23,000

2011 and beyond - \$85,200

Partners: CNA; third party administrator

Contract manager: CPED

**Objective 4: Maintain quality, sustainable housing in Cleveland**

*Strategy A: Help landlords keep properties clean and well maintained.*

How: CNA will communicate regularly with landlords to make sure they are informed of and take advantage of housing programs that will help them maintain and improve the exterior and



interior of properties. CNA will also communicate sanctions which may be imposed if standards are not met and maintained.

**City goals:**

- Maintain the physical infrastructure to ensure a healthy, vital and safe City.
- Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs and promotes future growth.

Funding: \$0

Timeline: N/A

Partners: CNA; landlords

Contract manager: N/A

*Strategy B: Explore and support alternative models for home ownership.*

How: Identify partnerships that provide attractive, sustainable housing opportunities for individuals, such as the partnership established with City of Lakes Community Land Trust during Phase I of NRP.

Funding: \$0

Timeline: N/A

Partners: CNA; City of Lakes Community Land Trust; other housing developers; other funders

Contract manager: N/A

**Objective 5: Educate current homeowners and potential homeowners about funding opportunities for purchasing and/or renovating a home.**

*Strategy A: Publicize home improvement loans and other housing programs to neighborhood homeowners, landlords and renters.*

How: Using an established calling or emailing system, CNA will regularly communicate with residents, landlords and renters about available programs.

**City goal:**

- Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs and promotes future growth.

Funding: \$0

Timeline: N/A

Partners: CNA

Contract manager: N/A

*Strategy B: Continue to help plan and host the North Housing and Home Improvement Fair.*

How: Work with partners and neighborhood volunteers to plan and host the event.

**City goals:**

- Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.
- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Funding: \$0

Timeline: N/A

Partners: CNA; Center for Energy and Environment; Wells Fargo; North High Community Education

Contract manager: N/A

*Strategy C: Provide educational opportunities for renters and first-time homebuyers in Cleveland Neighborhood by sponsoring classes related to purchasing a home.*

How: Classes on topics such as credit clean up classes, mortgage education and financial literacy education will be provided through community education, Minnesota ACORN or other partners. Part of the education will include information on housing programs available through Cleveland and other housing programs in order to encourage home purchase in Cleveland neighborhood.

**City goals:**

- Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: NRP \$3,500

Timeline: 2008 - \$1,000

2009 - \$500

2010 - \$500

2011 and beyond - \$1,500

Partners: CNA; Minnesota ACORN; Lucy Craft Laney Community Education

Contract manager: DFD or Minneapolis Public Schools (Community Education)

**Objective 6: Invest in safety and home security in and around housing properties**

*Strategy A: Establish a home security loan program that will assist residents and landlords in making security improvements.*

How: Loans will be distributed for improvements such as improving alley lighting and installing deadbolt locks.

**City goal:**

- Build communities where all people feel safe and trust the City's public safety professionals and systems.

Funding: \$0 NRP Phase 2

Timeline: N/A

Partners: CNA; third party administrator

Contract manager: DFD

# Commercial development

Goal B: Increase commercial investment in Cleveland neighborhood

**Rationale:** Cleveland neighborhood does not currently have many businesses, despite the fact that residents want more neighborhood businesses, especially in retail. With the changes occurring on the Lowry Avenue corridor and at the Penn and Lowry intersection, it is reasonable to expect that more businesses will be interested in locating to the area following construction. CNA would like to support and encourage the development of the Penn Lowry intersection as a commercial node.

## **Objective 1: Promote safe business practices**

*Strategy A: Develop and maintain a set of business standards as guidelines for current and future businesses.*

How: CNA will work with neighborhood businesses to review best practices and create a set of standards for maintaining good neighborhood business practices.

### **City goal:**

- Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Funding: \$0

Timeline: N/A

Partners: CNA; Cleveland businesses

Contract manager: N/A

*Strategy B: Communicate regularly with business owners and managers about crime alerts and other neighborhood concerns and include businesses in crime and safety initiatives*

How: CNA will regularly contact businesses through a communication system (i.e. call or email system). Communications may include notifying about crime alerts, neighborhood gatherings and safety initiatives. This strategy may also include working with businesses and police to address undesirable activity at businesses, such as not condoning prostitution or drug sales.

### **City goals:**

- Build communities where all people feel safe and trust the City's public safety professionals and systems.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.
- Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Funding: \$0

Timeline: N/A

Partners: CNA; neighborhood businesses; Minneapolis Police Department

Contract manager: N/A

## **Objective 2: Support existing businesses and attract new investments in neighborhood**

*Strategy A: Provide financial assistance to businesses in need of façade improvement, landscaping, security improvements or other building investments (exterior and interior).*

How: CNA will establish a loan program through a third party administrator.

### **City goal:**

- Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Funding: \$0

Timeline: N/A

Partners: CNA; third party administrator

Contract manager: N/A

*Strategy B: Provide incentives to businesses for locating in Cleveland neighborhood.*

How: To draw more retail businesses such as restaurants or coffee shops, CNA will create a program specifically for businesses that improve or renovate existing vacant or abandoned property in Cleveland.

### **City goal:**

- Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Funding: \$0

Timeline: N/A

Partners: CNA; third party administrator; other funders

Contract manager: N/A

*Strategy C: Support local residents with business endeavors in Cleveland*

How: Identify neighborhood residents who are currently running a business out of their home and help them move into an office outside of their home but within the Cleveland neighborhood, ideally on property that needs to be occupied and well maintained.

### **City goals:**

- Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: NRP \$7,000

Timeline: 2008 - \$2,000

2009 - \$1,000

2010 - \$1,000

2011 and beyond - \$3,000

Partners: CNA; Employment Action Center; other funders

Contract manager: DFD/NRP

*Strategy D: Conduct a feasibility study on businesses that would be viable in Cleveland neighborhood*

How: Work with university students or acquire a grant to complete the feasibility study.

**City goal:**

- Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Funding: \$0

Timeline: N/A

Partners: CNA; University of Minnesota; other academic institutions; other funders

Contract manager: N/A

*Strategy E: Recruit targeted businesses (those most likely to succeed) to open a new store or relocate to Cleveland neighborhood or a nearby North Minneapolis area, such as Broadway.*

How: Working with other North Minneapolis agencies and associations (such as the Jordan and Hawthorne neighborhood associations) and using the results of the feasibility study and/or other studies completed (such as a market study of North Minneapolis), contact businesses most likely to succeed in Cleveland or nearby neighborhoods. Work with them to identify a space that meets their needs, such as an unoccupied property that CNA can help them develop or by moving into vacant space at the Penn Lowry intersection.

**City goal:**

- Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Funding: NRP \$5,000

Timeline: 2008 - \$0

2009 - \$2,000

2010 - \$2,000

2011 and beyond - \$1,000

Partners: CNA

Contract manager: DFD

*Strategy F: Explore and initiate other alternative models for businesses to succeed in Cleveland neighborhood.*

How: Examples of models that Cleveland may explore and initiate may include, but are not limited to, the following: developing a rent subsidy program for business owners; working with a CDC to gain site control of a property and rent space out to desired businesses; working with existing neighborhood businesses to create a cooperative model that would also be open to new businesses.

**City goals:**

- Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0  
Timeline: N/A  
Partners: CNA; neighborhood businesses; other funders  
Contract manager: N/A

*Strategy G: Publicize the availability of existing and new properties in Cleveland available for business purposes.*

How: Communicate regularly with businesses, residents and other entities about retail space available at the Penn Lowry intersection and other property available for redevelopment.

**City goals:**

- Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.

Funding: \$0  
Timeline: N/A  
Partners: CNA  
Contract manager: N/A

**Objective 3: Maintain and improve communication with investors in the community**

*Strategy A: Establish and maintain regular involvement with partnerships and discussions concerning investment in Cleveland.*

How: CNA will continue to attend city, county and other meetings concerning Lowry Corridor development, Penn Lowry development and other development projects in and around Cleveland. CNA will remain committed to communicating regularly with Hennepin County, city offices, transportation officials, businesses and neighborhood residents to ensure that new development meets the neighborhood’s needs.

**City goals:**

- Maintain the physical infrastructure to ensure a healthy, vital and safe City.
- Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City’s physical and human assets.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.
- Strengthen City government management and enhance community engagement.

Funding: \$0  
Timeline: N/A  
Partners: CNA; neighborhood associations; Hennepin County; city offices; other entities developing in the Cleveland neighborhood  
Contract manager: NRP

# Crime and safety

*(Note: Block clubs, seen as a component of crime and safety initiatives, are addressed in the community engagement section of the NRP Plan.)*

Goal C: Increase feelings of safety and decrease crime in Cleveland

**Rationale:** Overwhelmingly, neighborhood residents are concerned about crime and safety in Cleveland. To keep current residents in the neighborhood and to attract new homeowners, renters and businesses, Cleveland must address two issues: decreasing actual crime in the neighborhood and increasing the feeling of safety in the neighborhood and more generally in North Minneapolis. Every person in Cleveland should expect to live, work or attend school in a safe and healthy environment. Based on survey results, focus group results and general conversations with neighborhood residents, it is clear that residents would like a stronger and more positive relationship developed with the Minneapolis Police Department.

## **Objective 1: Create a safe and low-crime neighborhood**

*Strategy A: Create and support crime and safety programs available for increasing safety and reducing crime in the neighborhood*

How: Become involved with programs such as Weed and Seed and other initiatives designed to target crime and safety issues in Cleveland and surrounding neighborhoods.

### **City goal:**

- Build communities where all people feel safe and trust the City's public safety professionals and systems.

Funding: \$0

Timeline: N/A

Partners: CNA; Weed and Seed; Minneapolis Police Department

Contract manager: N/A

## **Objective 2: Strengthen relationship with the Minneapolis Police Department**

*Strategy A: Host neighborhood meetings between the police and neighborhood residents to ensure adequate communication about police response to crime in Cleveland and nearby neighborhoods. Send a representative and encourage residents to attend the 4PAC meetings*

How: Contact police officers in a timely manner about neighborhood meetings about crime and safety to ensure attendance.

### **City goals:**

- Build communities where all people feel safe and trust the City's public safety professionals and systems.

Funding: \$0

Timeline: N/A

Partners: CNA; Minneapolis Police Department  
Contract manager: N/A

*Strategy B: Connect police officers with neighborhood residents through events other than formal meetings.*

How: Invite police officers to attend neighborhood events, such as the Celebration in the Park, and request that police officers make their presence known by walking, biking or riding a horse through the neighborhood (rather than car patrolling).

**City goals:**

- Build communities where all people feel safe and trust the City's public safety professionals and systems.

Funding: \$0

Timeline: N/A

Partners: CNA; Minneapolis Police Department

Contract manager: N/A

*Strategy C: Explore and implement additional models of neighborhood policing*

How: CNA will consider options such as "buy back" police officer time, "alternative policing" and/or having a safety coordinator.

**City goal:**

- Build communities where all people feel safe and trust the City's public safety professionals and systems.

Funding: NRP \$20,000

Timeline: 2008 - \$2,500

2009 - \$3,000

2010 - \$3,000

2011 and beyond - \$11,500

Partners: CNA; Minneapolis Police Department

Contract manager: Minneapolis Police Department

*Strategy D: The fourth precinct sector lieutenant will partner with CNA and five other nearby neighborhood groups to prevent crime through commercial area beat, bike patrols, educational events, directed patrols and investigation and prosecution.*

How: Already accomplished during 2004.

**City goal:**

- Build communities where all people feel safe and trust the City's public safety professionals and systems.

Funding: NRP \$9,749.68

Timeline: Completed in 2004

Partners: CNA; Minneapolis Police Department

Contract manager: Minneapolis Police Department



### **Objective 3: Decrease speeding and address other traffic issues**

*Strategy A: Implement traffic calming programs to reduce speeds in school zone and on residential streets and encourage residents to take action by getting involved with such initiatives.*

How: CNA will consider maintaining the “Safe Streets, Safe Kids” sign campaign and developing other traffic calming programs shown to be effective in reducing speeding and addressing other safety issues.

#### **City goal:**

- Build communities where all people feel safe and trust the City’s public safety professionals and systems.

Funding: NRP \$10,000

Timeline: 2008 - \$0

2009 - \$0

2010 - \$2,000

2011 - \$8,000

Partners: CNA

Contract manager: DFD

*Strategy B: Utilize monitoring devices to reduce speeding and other traffic violations*

How: Work with the Traffic Division of Public Works to identify effective and appropriate monitoring systems for Cleveland neighborhood’s traffic issues.

#### **City goal:**

- Build communities where all people feel safe and trust the City’s public safety professionals and systems.

Funding: NRP \$2,500

Timeline: 2008 - \$0

2009 - \$0

2010 - \$0

2011 and beyond - \$2,500

Partners: CNA; Traffic Division of Public Works

Contract manager: Public Works/DFD

### **Objective 4: Improve quality and safety of rental properties**

*Strategy A: Identity and promote best practices to encourage lease standards, including a crime free addendum, for all landlords to use.*

How: Work with neighborhood landlords to develop a document of best practices that provide for the protection and safety of tenants and landlords and promote positive, healthy connections to the community.

#### **City goal:**

- Build communities where all people feel safe and trust the City’s public safety professionals and systems.

Funding: \$0  
Timeline: N/A  
Partners: CNA; landlords  
Contract manager: N/A

*Strategy B: Publicize security improvement loans, home improvement loans and other programs available to landlords to keep properties safe and well maintained.*

How: Use communication system to regularly communicate with landlords about loan programs and other opportunities for property maintenance and improvements.

**City goal:**

- Build communities where all people feel safe and trust the City's public safety professionals and systems.

Funding: \$0  
Timeline: N/A  
Partners: CNA; landlords  
Contract manager: N/A

*Strategy C: Communicate with landlords regularly about neighborhood crime and safety concerns, and include landlords in neighborhood events designed to increase neighborhood connectedness.*

How: Use communication system (i.e. email or automated call system) to connect with landlords about neighborhood meetings and other gatherings designed to improve neighborhood safety.

**City goals:**

- Build communities where all people feel safe and trust the City's public safety professionals and systems.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0  
Timeline: N/A  
Partners: CNA; landlords  
Contract manager: N/A

# Neighborhood identity

Goal D: Establish awareness of and appreciation for Cleveland neighborhood and its values among neighborhood residents and the wider community

**Rationale:** Although Cleveland Neighborhood Association has been in existence for over ten years, CNA and its activities are still unfamiliar to a large portion of neighborhood residents. As a result, CNA must become a more visible presence in the community. Additionally, CNA must work with other North Minneapolis neighborhoods and organizations to address the negative perception many people in the Twin Cities metropolitan area have about North Minneapolis in general. CNA wants its residents to appreciate the many unique strengths and attributes of Cleveland and North Minneapolis to encourage current residents to stay and new people to move here.

## **Objective 1: Improve on and promote the strengths and unique attributes of Cleveland neighborhood**

*Strategy A: Develop and distribute informational and promotional materials emphasizing the value of Cleveland neighborhood and the work residents have accomplished in the community.*

How: Work with a graphic designer (ideally a neighborhood volunteer) to create appealing literature about Cleveland neighborhood and its attractions and distribute this literature to neighborhood residents and others involved with drawing people to the community, such as real estate agents and nearby businesses.

### **City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: NRP \$3,000

Timeline: 2008 - \$2,000

2009 - \$0

2010 - \$0

2011 and beyond - \$1,000

Partners: CNA; graphic designer

Contract manager: NRP

*Strategy B: Develop signage for the neighborhood to establish identity and to make itself visible to neighborhood residents and the broader community.*

How: Consider placement of signs and types of signs that would be most effective in communicating to residents, businesses and nearby neighborhoods.

### **City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: NRP \$2,500  
Timeline: 2008 - \$1,500  
2009 - \$0  
2010 - \$0  
2011 and beyond - \$1,000

Partners: CNA  
Contract manager: DFD

**Objective 2: Promote projects designed to identify and beautify the Cleveland neighborhood**

*Strategy A: Identify neighborhood through installation of monuments on Lowry Avenue*

How: Support the construction of monuments on Lowry Avenue through the Lowry Avenue Corridor project.

**City goal:**

- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Funding: NRP \$5,000  
Timeline: 2008 - \$0  
2009 - \$0  
2010 - \$1,000  
2011 - \$4,000

Partners: CNA  
Contract manager: DFD

*Strategy B: Create and support arts and crafts initiatives designed to beautify the neighborhood*

How: Working with neighborhood residents and volunteers, CNA will help promote the spirit of neighborhood identity in residents by asking them to work together to create murals, sculptures and/or other public art projects (such as decorating neighborhood trash cans) to bring identity and beauty to Cleveland.

**City goal:**

- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Funding: \$0  
Timeline: N/A  
Partners: CNA; neighborhood residents  
Contract manager: N/A

**Objective 2: Encourage positive North Minneapolis publicity**

*Strategy A: Publicize and promote initiatives that are working toward promoting a positive image of North Minneapolis*

How: Inform residents about initiatives and encourage them to be involved in the positive publicity process, such as by engaging in the Northside Listening Project and the NorthWay Marketing Task Force.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CNA

Contract manager: N/A

# Community engagement

Goal E: Increase community engagement and resident interaction in Cleveland

**Rationale:** One of the main reasons that people chose to move to Cleveland neighborhood is its diversity. As Cleveland continues to grow more diverse, it is essential that all people living and working in the neighborhood have opportunities to engage with and learn from one another. Additionally, engaged and active residents and businesses make a neighborhood safer, healthier and a more attractive place to live and work.

## **Objective 1: Increase number of Cleveland residents and businesses actively involved with Cleveland Neighborhood Association**

*Strategy A: Recruit volunteers to assist with Cleveland Neighborhood Association projects and activities*

How: Meet and visit with neighborhood residents about their skills and desires for the community and determine ways to effectively match their interests and skills with neighborhood needs.

### **City goals:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.
- Strengthen City government management and enhance community engagement.

Funding: NRP \$5,000

Timeline: 2008 - \$1000

2009 - \$750

2010 - \$750

2011 and beyond - \$2,500

Partners: CNA

Contract manager: NRP

## **Objective 2: Communicate regularly with residents, landlords and business owners**

*Strategy A: Produce a newsletter and/or other written forms of communication (such as event flyers) to provide consistent communication with individuals about neighborhood events, programs and issues.*

How: With the support of neighborhood residents, CNA will create a regular newsletter and other forms of communication about events and activities important to the neighborhood.

### **City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: NRP \$15,000  
Timeline: 2008 - \$10,000  
2009 - \$5,000  
2010 - \$0  
2011 - \$0

Partners: CNA; other funders  
Contract manager: NRP

*Strategy B: Host neighborhood gatherings to communicate with neighborhood residents, landlords and businesses regularly about neighborhood concerns and activities.*

How: Meet at Lucy Craft Laney Community School or other neighborhood institutions, such as churches, to regularly discuss concerns and actions. Publicize meetings through call or email systems and the association website.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0  
Timeline: N/A  
Partners: CNA; Lucy Craft Laney School; neighborhood institutions  
Contract manager: N/A

**Objective 3: Provide meaningful opportunities for youth**

*Strategy A: Create and support youth-driven projects designed to encourage youth leadership, skill development and cultural and social awareness.*

How: Work with existing programs to bolster their work or to create other necessary programming for youth living in Cleveland and other North Minneapolis neighborhoods. Apply for funds through McKnight and other area foundations working in the field of youth.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0  
Timeline: N/A  
Partners: CNA; Youth Engagement Project (YEP); Youth Coordinating Board; Minneapolis public schools; Minneapolis Parks and Recreation; Step Up program; other funders  
Contract manager: N/A

*Strategy B: Support and create youth job development programs, entrepreneurial and other employment opportunities in and around Cleveland neighborhood.*

How: Work with existing programs to bolster their work or to create other necessary job opportunities for youth living in Cleveland and other North Minneapolis neighborhoods. Apply for funds through McKnight and other area foundations working in the field of youth.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CNA; Homeworks – North High School; Minneapolis Community Education; Employment Action Center; area businesses; other funders

Contract manager: N/A

**Objective 4: Improve connections among neighborhood residents**

*Strategy A: Develop and distribute a welcome packet to new residents*

How: Create a folder that includes neighborhood information and have it delivered to the new resident, preferably by the resident’s block leader or another involved neighborhood resident, ideally living on the same block.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: NRP \$400

Timeline: 2008 - \$100

2009 - \$100

2010 - \$100

2011 and beyond - \$100

Partners: CNA

Contract manager: NRP

*Strategy B: Increase involvement and activity with neighborhood block clubs*

How: Help block leaders communicate regularly with residents (such as by providing copying services and creating a website or materials for block leaders), encouraging blocks to meet for social gatherings such as National Night Out. Newsletters and other forms of media may be used to publicize block party gatherings.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: NRP \$6,000

Timeline: 2008 - \$2,000

2009 - \$1,000

2010 - \$1,000

2011 and beyond - \$2,000

Partners: CNA; Minneapolis Police Department; neighborhood block leaders

Contract manager: NRP



*Strategy C: Host and publicize several neighborhood events each year.*

How: Publicize events through regular communication systems (newsletter and electronic contact system) as well as through door knocking and personal invitations to increase attendance at events.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: NRP \$4,000

Timeline: 2008 - \$750

2009 - \$750

2010 - \$750

2011 and beyond - \$1,750

Partners: CNA; Minneapolis Parks and Recreation Board

Contract manager: NRP

*Strategy D: Increase interactions and involvement among neighborhood residents by promoting informal programs and projects.*

How: Publicize block club gatherings, provide welcome wagon packets, and encourage informal neighborhood events.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CNA

Contract manager: N/A

*Strategy E: Encourage partnerships between neighbors for integrated projects using a cooperative model.*

How: Work with residents to invest together and share resources, such as purchasing a lawn mower or snow blower together.

Funding: \$0

Timeline: N/A

Partners: CNA

Contract manager: N/A

**Objective 5: Increase diversity of involvement and interactions among residents**

*Strategy A: Improve publicity and outreach before neighborhood events and activities to increase participation among all residents.*

How: Identify individuals or groups that live in Cleveland neighborhood but are not involved with activities and determine ways to encourage them to get involved in the community.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CAN; other funders

Contract manager: N/A

*Strategy B: Identify and connect with newly arrived families and other residents in need of additional support, such as individuals with disabilities, and integrate them into the neighborhood.*

How: With the assistance of translators and other individuals, door knock and use word of mouth to identify individuals who need additional help to become comfortable with the area.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CNA; University of Minnesota (Bridging Communities); other funders

Contract manager: N/A

**Objective 6: Promote educational opportunities**

*Strategy A: CNA will create and support educational opportunities for children, youth and adults.*

How: Team with Lucy Craft Laney Community Education and other educational initiatives to provide programming for children, youth and adults.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CNA; Lucy Craft Laney Community Education; The Warren; North Regional Library; Minneapolis Community Education; CURA; Women Venture; Summit – OIC;

Contract manager: NRP

*Strategy B: Maintain and strengthen connection with Lucy Craft Laney at Cleveland Park School*

How: Connect residents with school events, such as the End of the Year celebration and connect the school to community events, such as the Celebration in the Park.

**City goal:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: Lucy Craft Laney Community Education and school staff, faculty, administration

Contract manager: NRP

# Environment

Goal F: Maintain and sustain Cleveland's natural environment and urban landscape

**Rationale:** Cleveland neighborhood has two park areas immediately accessible to residents. Victory Memorial Parkway, bordering the western edge of Cleveland, is a wonderful area for walking, biking and playing outdoor games, and many neighborhood residents take advantage of this community asset. Cleveland's other green space, Cleveland Park, is currently underutilized, despite the fact that it also includes many assets: a recently renovated wading pool; a baseball diamond; basketball courts; barbecue grills and two playgrounds. According to respondents of the survey, many residents do not use this park because it is less accessible than Victory Memorial Parkway; because they do not feel safe in the park; and because they do not know what is available at Cleveland Park. These two park systems and other green spaces in the Cleveland neighborhood urban landscape need to be maintained and strengthened to ensure a clean and safe natural environment for the community.

**Objective 1: Create an environment for residents to enjoy and invest in green living and neighborhood green spaces**

*Strategy A: Provide opportunities for outdoor activities in or near Cleveland.*

How: CNA may achieve this strategy by creating bike or walking paths and/or by developing a self-guided walking tour of Cleveland neighborhood.

**City goals:**

- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CNA; other funders

Contract managers: N/A

*Strategy B: Improve the neighborhood's urban landscape*

How: CNA may do this by planting trees, incorporating art and history information in public spaces such as Cleveland Park and adding benches and other amenities to make the urban landscape more inviting and appealing to residents and non-residents alike. Projects such as creating dog parks, pocket parks, or burying overhead lines may also fall under this strategy.

**City goals:**

- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: Minneapolis Parks and Recreation Board; other funders

Contract manager: N/A

*Strategy C: Support eco-friendly efforts in Cleveland neighborhood*

How: Encourage residents to participate in Spring Cleaning and Greening Day and support projects such as rain gardens and alternative energy investment programs.

**City goals:**

- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Funding: \$0

Timeline: N/A

Partners: CNA

Contract manager: N/A

*Strategy D: Educate neighborhood residents and businesses about energy efficiency and affordability programs*

How: Encourage residents to get involved with projects such as the Car Share program, rain gardens for addressing flooding, green home remodeling and green building.

**City goals:**

- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CNA

Contract managers: N/A

**Objective 2: Promote Cleveland Park use**

*Strategy A: Organize regular events in Cleveland Park*

How: Provide equipment and programming for Thursdays in the Park, and continue to provide entertainment and activities at the annual Celebration in the Park.

**City goals:**

- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: NRP \$1,250

Timeline: 2008 - \$250

2009 - \$250

2010 - \$250

2011 and beyond - \$500

Partners: CNA; Minneapolis Parks and Recreation Board; neighborhood organizations

Contract manager: Park Board/DFD

*Strategy B: Develop and maintain a community garden.*

**City goals:**

- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CNA; neighborhood residents; Lucy Craft Laney Community Education; Northside

Food Project; other funders

Contract manager: N/A

*Strategy C: As possible, improve visibility of Cleveland Park through future construction projects on the northwest corner of Penn Avenue North and Lowry Avenue.*

How: Cleveland Neighborhood Association will work to attract developers interested in creating a development like one envisioned through the Great Cities Design Team project.

**City goals:**

- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

Funding: \$0

Timeline: N/A

Partners: CNA; outside developers

Contract manager: N/A

# Transportation

Goal G: Provide adequate and safe transportation options for those who live, work or play in Cleveland neighborhood

Rationale: Proximity to downtown is an asset of Cleveland neighborhood, as many survey respondents indicated that one of the main reasons they moved to the area was closeness to downtown. As a result, CNA recognizes a need to focus on providing optimal transportation access to downtown, including improved bus routes, more bike paths and ideally a stop on a future LRT line.

## **Objective 1: Increase availability of bus, bike and light rail options in or near Cleveland neighborhood**

*Strategy A: Support installment of bike paths and investment in bus and light rail in the community, including increased frequency of bus services and improved bus shelters.*

### **City goals:**

- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.
- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CNA

Contract manager: N/A

# Communication

Goal H: Ensure that all residents are aware of neighborhood activities

## **Objective 1: Develop appropriate technological systems to connect with neighborhood residents, landlords and businesses**

*Strategy A: Create an automated phone service system.*

How: CNA will develop a phone system that will automatically leave voice messages about upcoming events, programs and activities affecting the Cleveland neighborhood community.

### **City goals:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.
- Strengthen City government management and enhance community engagement.

Funding: NRP \$5,000

Timeline: 2008 - \$2,000

2009 - \$500

2010 - \$500

2011 and beyond - \$2,000

Partners: CNA; third party administrator; other funders

Contract manager: NRP

*Strategy B: Develop a blog service for updating residents about neighborhood issues*

How: Work with neighborhood volunteers to create and maintain a blog about neighborhood activities and concerns.

### **City goals:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.
- Strengthen City government management and enhance community engagement.

Funding: \$0

Timeline: N/A

Partners: CNA; other funders

Contract manager: N/A

*Strategy C: Update and maintain Cleveland Neighborhood Association's website for regular communication and neighborhood use.*

How: Work with neighborhood volunteers to update and maintain a useful, efficient website.



**City goals:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.
- Strengthen City government management and enhance community engagement.

Funding: NRP \$500

Timeline: 2008 - \$500

2009 - \$0

2010 - \$0

2011 and beyond - \$0

Partners: CNA; other funders

Contract manager: NRP

*Strategy D: Create an email system for regularly contacting neighborhood residents and others involved with Cleveland neighborhood.*

How: Identify email addresses and create an automated system for contacting residents, businesses and landlords about crime alerts, volunteer opportunities, neighborhood events and other activities.

**City goals:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.
- Strengthen City government management and enhance community engagement.

Funding: \$0

Timeline: N/A

Partners: CNA; other funders

Contract manager: N/A

*Strategy E: Develop communications guidelines for connecting with residents, businesses and others with interest in the Cleveland neighborhood*

How: Make sure individuals provide consent for being contacted via email, phone and other communication methods.

**City goals:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.
- Strengthen City government management and enhance community engagement.

Funding: \$0

Timeline: N/A

Partners: CNA; other funders

Contract manager: N/A

# Future of Cleveland Neighborhood Association

Goal I: Ensure the future of Cleveland Neighborhood Association

**Rationale:** Cleveland neighborhood needs to focus on its long-term future, establishing ways to sustain itself beyond the NRP. Examining its community vision and carrying out that vision will help the neighborhood association continue its support of the community. Cleveland is currently “on the edge” with regards to crime, safety and neighborhood involvement. With more resident involvement and energy, the neighborhood can continue to be a safe and healthy environment for individuals living and working here. With neglect and lack of attention to concerns of crime and community development, the neighborhood may experience more crime and lower economic stability. According to the survey, many respondents feel that CNA should be less focused on being a conduit for money; instead, residents feel CNA should strengthen communication with and among residents, support block clubs, have a more active “on the streets” role and be a liaison with the city. To meet this role and maintain a long-term positive presence in the community, CNA will need additional funds beyond NRP.

## **Objective 1: Promote and publicize Cleveland Neighborhood Association’s vision and mission statements**

*Strategy A: Connect vision and mission statements to neighborhood events and activities to show residents, businesses and landlords how CNA is making a positive impact in the community.*

### **City goals:**

- Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Funding: \$0

Timeline: N/A

Partners: CNA

Contract manager: N/A

## **Objective 2: Diversify funds supporting Cleveland Neighborhood Association**

*Strategy A: Work with a grant writer to increase the capacity of the organization.*

How: Hire a grant writer if no neighborhood volunteer is available to complete the work.

### **City goal:**

- Deliver consistently high quality City services at a good value to our taxpayers.

Funding: \$0

Timeline: N/A

Partners: CNA

Contract manager: N/A

*Strategy B: Develop and implement a fundraising strategy to receive donations from residents, businesses and others invested in the Cleveland community.*

How: Review and implement fundraising best practices to generate income from people invested in the community.

**City goal:**

- Deliver consistently high quality City services at a good value to our taxpayers.

Funding: \$0

Timeline: N/A

Partners: CNA

Contract manager: N/A

*Strategy C: Partner with other neighborhood organizations to share resources and reduce costs.*

How: Meet with neighborhood associations and other North Minneapolis entities to determine ways to share costs and expand other resources.

**City goal:**

- Deliver consistently high quality City services at a good value to our taxpayers.

Funding: \$0

Timeline: N/A

Partners: CNA; neighborhood associations; CAN; 4-PAC; NRP; Saint Thomas

Contract manager: N/A

# Implementation and administration

Goal J: Ensure CNA's effectiveness as an organization

**Rationale:** Based on the NRP Phase I evaluation, CNA must continue to employ at least one part-time coordinator and one part-time community organizer to successfully carry out the goals of the association. As noted in the Phase I evaluation, “during times when CNA did not have staff, it readily became apparent that without staff the neighborhood could not move ahead with implementing their Action Plan and reaching the goals it had set for itself. Time required to implement these activities was beyond the capacity of a strictly volunteer organization.”

## **Objective 1: Develop a neighborhood action plan**

*Strategy A: Create an NRP Steering Committee to conduct outreach and determine what residents and businesses would like to see in Cleveland neighborhood*

How: Solicit volunteers to create a neighborhood survey, request feedback from people and businesses and assist in the development of the written action plan.

### **City goal:**

- Deliver consistently high quality City services at a good value to our taxpayers.

Funding: NRP \$8,400

Timeline: 2006 Early Access

Partners: CNA

Contract manager: NRP

## **Objective 2: Make sure that the CNA Phase II Action Plan goals, objectives and strategies are successfully implemented.**

*Strategy A: Employ at least one person to assist CNA in the implementation of the NRP Phase II Action Plan*

How: Maintain steady employment of the CNA office staff to ensure proper implementation of the plan.

### **City goal:**

- Deliver consistently high quality City services at a good value to our taxpayers.

Funding: NRP \$35,196

Timeline: 2008 - \$30,000

2009 - \$5,196

2010 - \$0

2011 and beyond - \$0

Partners: CNA; other funders

Contract manager: NRP

*Strategy B: Utilize volunteers to assist in the implementation of the action plan.*

How: Capitalize on the interests of neighborhood residents and take advantage of programs with endowed volunteers.

**City goal:**

- Deliver consistently high quality City services at a good value to our taxpayers.

Funding: \$0

Timeline: N/A

Partners: CNA; other funders

Contract manager: N/A

