

**MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM**

**CLEVELAND  
NEIGHBORHOOD  
ACTION PLAN**

**Date Adopted by the Policy Board: January 22, 1996**

**Date Adopted by the City Council: February 23, 1996**

**Document Number: 96-39M**

Cleveland Neighborhood  
Neighborhood Revitalization Program  
Action Plan

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## Executive Summary

Cleveland was chosen for NRP participation in May of 1993 with NRP funding beginning in August of 1993. During the two year period, Cleveland residents volunteered many, many hours in a unique planning process. The majority of NRP planning took place in three groups and looked at Cleveland's issues from the perspective of marketing; stability, and investment. Listed below are the basic planning guidelines of each group.

### Marketing:

The objectives of the Marketing Group were to:

- Find the aspects of Cleveland Neighborhood which are unique.
- Identify one **OR** more market segments as promotional targets.
- Identify available programs, activities, events, and amenities *which* could be touted in promotional material:
- Identify an existing or potential event which could draw people together from both within the neighborhood and greater Minneapolis.
- Identify ways to reach the target markets.
- Develop goals and strategies toward implementation.

### Stability:

The Stability Group worked to:

- Identify the primary reasons people and businesses move to and stay in Cleveland Neighborhood.
- Identify the shortcomings in the neighborhood which lead people and businesses to move away.
- Develop goals and strategies to enhance the reasons people stay in Cleveland, and minimize the reasons people leave.
- Determine which activities will have the greatest impact on the neighborhood.

### Investment:

The objectives of the Investment Group were to:

- Identify the existing strengths of Cleveland's physical environment.
- Identify problem areas and real or psychological barriers to investment.
- Determine what types and levels of investments will have the greatest impact on the neighborhood.
- Develop goals, objectives, and strategies to promote high quality public and private investment.

The groups met over 8 months, and their contributions to Cleveland's Action Plan formed the framework for community enhancement and viability of the Cleveland neighborhood in the years to come.

# NRP Action Plan Summary

## Marketing Section

The main points of the Marketing Section deal with enhancing the perception of the Cleveland Neighborhood, creating better communications throughout the neighborhood, increasing information and resources available to residents, supporting neighborhood businesses; and outlining -a more in-depth market research study to take place with participation from other neighborhoods along Penn and Lowry.

## Stability Section

The stability section addresses perceived and actual crime and safety issues, youth and senior citizen initiatives, activities in Cleveland Park and neighborhood events, Penn Avenue issues, the appearance and attractiveness of Cleveland neighborhood and it's properties.

This is the largest of the four sections, and, shows the community's commitment to strengthen the Cleveland neighborhood and increase positive options for residents. In addition to a high priority on youth initiatives, the stability section outlines strategies which will increase stability in the area through strengthening the block club network, increasing crime and safety initiatives and fostering a sense of safety, and better use of Cleveland Park. By in large these strategies do not require significant dollar allocations.

## Investment Section

The Investment section describes- how Cleveland will encourage investment in property maintenance and improvements, strengthening the Penn & Lowry commercial area and corridors, and enhancing Cleveland's physical infrastructure. This section contains the highest NB.P dollar allocation in the Action Plan. Several big ticket items include a home loan revolving fund, a rental rehabilitation fund, and a Penn and Lowry Strategic Planning and Implementation fund.

## Administration and Staff Support

The section outlines the administrative **support** necessary to ensure that the Action Plan and subsequent neighborhood initiatives can be implemented.

## Neighborhood Description

Located in Northwest Minneapolis, the Cleveland neighborhood is bounded by Lowry Avenue North on the south, Xerxes Avenue North to the west, Dowling Avenue North to the north and Penn Avenue North to the east.

Cleveland's population is approximately 3,200 persons living in 1,330 households. The housing stock consists mainly of single family homes built between 1920 - 40. Rental property in the neighborhood is located primarily along Penn Avenue. Median household income in 1989 was \$28,250.

Cleveland has a number of small businesses which are located on the southern and eastern edge of the neighborhood with a commercial node at the intersection of Penn and Lowry. The well-being of this intersection is seen as having great importance for all bordering communities.

Close to the Penn & Lowry business area, there is a neighborhood park (Cleveland Park) which is located at 33rd and Russell. The park was renovated in 1992 with the aid of NRP Transition Funds. It is a gathering spot for young and old alike, and is seen as one of the focal points for the Cleveland neighborhood. The parkway (Victory Memorial Drive), which runs along Cleveland's West border, is also an asset for the neighborhood.

## **Plan Development Process**

Since beginning NRP planning in 1993, Cleveland residents have made great strides in identifying area concerns, and working together to organize a plan which will revitalize our community. Neighborhood volunteers contributed many, many, hours towards this planning process, and special efforts were made to include all Cleveland residents, especially: renters, homeowners, people of color, single parents, gays and lesbians, and elderly.

The following is an abbreviated chronological listing of Cleveland's Planning Activities:

**9/93 Penn Ave. Concerns Meeting**

Meeting for North side residents who had concerns about the Penn Avenue area. Over 50 in attendance.

**10/93 Neighborhood Survey**

Initial survey of the Cleveland neighborhood. Survey was a short questionnaire asking for residents to rank important issues. Approximately 75 persons responded.

**10/93 Community Meeting/ NRP Kickoff**

Starting point for NRP planning efforts. CNA began recruitment for NRP Steering Committee.

**1/94 Community Meeting - Elected NRP Steering committee.**

Meeting was held to explain the NRP process to Cleveland residents, and encourage participation. Twelve volunteers were elected to the Cleveland NRP Steering Committee, including people of diverse cultural backgrounds.

**2/94 Began NRP Steering Committee Meetings.**

Meetings began bimonthly, and tapered off as the committee took the lead in the Marketing, Stability, and Investment groups.

**3/94 Penn Ave. Concerns Meeting**

Held as a forum for concerned citizens to air their frustrations, share information, and find solutions to issues regarding Penn Avenue.

**3/94 Community Meeting**

Held to garner NRP support and input from the community, and continue gathering ideas concerning issues of importance in the neighborhood.

- 5/94 Cleveland Park Celebration**  
Publicized Cleveland Neighborhood Vision Statement at Park Celebration and recruited volunteers for NRP planning efforts. Vision Statement was published in the neighborhood newsletter.
- 7/94 Neighborhood Survey**  
Second survey was distributed throughout the Cleveland neighborhood. Response to the survey was 17% from a broad base of the community. This information was compiled and used in developing the goals, objectives, and strategies of the Plan:
- 58/94 Community Meeting**  
Held to update community on NRP planning activities, and garner resident participation.
- 9/94 NRP Community Planning Workshop #1**  
First NRP workshop held to report results of the neighborhood survey and create neighborhood goals. In hoping of increasing attendance, residents were given choice of attending a weekday evening or a Saturday morning. Special effort was made to encourage participation from those residents along Penn Avenue.
- 10/94 Community Meeting**  
Annual meeting of the Cleveland Neighborhood Association. The NRP committee gave an update on planning activities, and encouraged resident participation.
- 10/94 Marketing, Investment, and Stability Groups begin:**  
There were three primary focus groups which meet 1-3 times per month for a 9 month period to create Cleveland's NRP plan. These groups had over 50 active volunteers.
- 1/95 NRP Community Planning Workshop #2**  
Held to report to community the goals and objectives that had been developed to that point. Attendees indicate their priorities to help inform the planning effort.
- 2/95 Housing Panel Discussion**  
A panel of representatives from various city offices came together with volunteers to discuss policies: guidelines, and existing options relating to housing issues within Cleveland.  
*Panel Representatives included:*
- |                  |   |   |
|------------------|---|---|
| Daryl Stokesbary | - | Minneapolis. Planning Dept.             |
| Cherre Palenius  | - | MCDA                                    |
| Mike Osmonson    | - | Inspections                             |
| Greg Rosenow     | - | Northside Neighborhood Housing Services |
| Otto Schmidt     | - | Area Realtor                            |
- 2/95 Community Meeting**  
Meeting was held to inform Cleveland residents about NRP Planning efforts, progress to date, and to discuss neighborhood safety issues.
- 3/95 Safety Panel Discussion**  
Panel of representatives from various city offices, came together with volunteers to their role and relevant information for responding to Crime and Safety issues.

Panel Representatives included:

Dave Manthey - CCP/SAFE  
Sergeant L. A. Evenrud - Minneapolis Park Police  
Officer Jim Anderson - Minneapolis Park Police  
Mike Monahan - Minneapolis Engineering Department  
Sergeant Schultz - Minneapolis Police Department

**4/95 Economic Development Panel Discussion**

A panel of City staff and a local business owner came together with neighborhood volunteers to discuss policies, guidelines, and existing options relating to economic development issues within Cleveland. Examination began as to how NRP initiatives could best support Cleveland's business economy.

Panel Representatives included:

Carol Dixon Minneapolis Planning Department  
Terrell Towers MCDA  
John Spilane Business Owner

**6/95 3rd Annual Cleveland Park Celebration**

As part of the celebration, an NRP booth was set up, and residents were given the opportunity to spend "Cleveland Dollars" on the strategies they felt were worthwhile. Despite poor weather, and low attendance, some good feedback was gained.

**7/95 Community Meeting**

Residents were given an update on NRP activities and participated in a survey regarding strategies developed for Cleveland's NRP Action Plan. After completion of the survey, a forum was held for questions and comments.

**8/95 Survey of residents living along Penn Ave.**

Special effort was made to get additional response to Cleveland's NRP Action Plan from residents living along Penn Avenue. A condensed version of the Plan was sent to each household along Penn Ave. and a phone survey was conducted, to assure the plan addressed their needs.

**8/95 Pre-Approval Meetings**

Meetings continue to be held through August and September to finalize the Cleveland's Action Plan strategies and prepare it for submittal to the Management Review Committee.

## ~ CLEVELAND NEIGHBORHOOD VISION STATEMENT ~

Cleveland Neighborhood is a community with diversity. Each of its residents has a unique perspective, yet all share common goals in their visions of a nice place to live. This neighborhood's success rests upon its ability to satisfy those needs. Creating a frame of reference to shape its future, -Cleveland proposes a vision rooted in the underlying strength of its **neighborhood character**. More specifically, to strengthening our community in the following areas:

### **Neighborliness**

Cleveland is a friendly place to live. Neighborliness is vital for keeping its residents. Neighborliness goes beyond the mere tangibles; it is genuine caring about a neighbor and respect for property. Neighborliness manifests itself through efforts on an individual basis, but also through events and gatherings designed to foster community awareness and, promote neighborhood interaction.

### **Urban appeal**

Cleveland is blessed with indelible urban qualities. Modest and attractive homes, established tree lined streets and sidewalks, the parkway system, a picturesque park, and a neighborhood business center all contribute to a close-knit urban setting. To ensure these features continue to be assets, it is vital that constant strides are made in visual and functional improvements. Private as well as public: improvements should be of lasting quality and visual appeal. The retail center should be encouraged to unify it's character and enhance the neighborhood. Wise investments in this neighborhood are an essential part of its vision.

### **Safety**

People must feel safe. A fundamental requirement of a neighborhood is that it provide basic security for it's residents. Cleveland must continue to work closely with the police department and other government services. Because safety is based on perception as well as fact, steps can be taken to build a sense of security in many ways. Maintaining community appearance and resident involvement promotes self confidence and security for residents.

Cleveland neighborhood must strive to preserve its assets, solidify the commitment of its residents, and strengthen the urban appeal, safety and neighborliness of the community to ensure a strong neighborhood character.

## **Marketing Section**

### **Goal A:**

Promote and communicate Cleveland's assets and amenities to people within and outside the neighborhood. Use promotional activities to enhance such things as name *recognition*, - image, long-term neighborhood investment and area stability.

### **Objective 1:**

Communicate to prospective and existing residents, businesses and investors the neighborhood's assets and unique qualities, recreational opportunities and the general quality of living we enjoy in Cleveland Neighborhood

### **Strategy 1:**

Create a promotional folder and insert material/information about the Cleveland neighborhood. The packet should be flexible enough so it can be tailored to several different target audiences but consistent to present a unified image. The packet should have general information components which can be presented individually or as a part of the larger packet. As part of the project, a neighborhood logo should be created which captures the essence of Cleveland. Also, a succinct neighborhood profile should be created to include in the packet which describes pertinent demographics, statistics, etc. Material will be targeted at the following groups:

1. Prospective residents who have already expressed an interest in the neighborhood: This group will be reached through individual Realtors, real estate agencies, and Cleveland Neighborhood Association contacts.
2. Local corporations such as North Memorial Hospital and Honeywell: These and other corporations will be asked to allow distribution of promotional material to employees in a manner agreed upon by the companies.
3. Single adults: This group will be reached through churches, organized singles groups, corporations, and other avenues. This group is a good fit for the neighborhood because of the smaller homes and reasonable home prices.
4. Renters who would like to own their home: This group will be reached through placement of promotional material at targeted locations in other parts of Minneapolis and the metro area.
5. Prospective businesses and/or developers: This group will be reached through trade groups, face-to-face presentations and direct mailings. The neighborhood profile is especially important for this group.

**Expected Results:**

This product will give neighborhood promoters written and graphic material about the neighborhood to present to prospective homeowners, businesses and investors. The material will hopefully spark enough interest for people to drive through the neighborhood or at least read something about it. Cleveland neighborhood may be exactly what someone is looking for, they just didn't know it existed.

**How will we do this?**

The promotional material will, in many cases, give people their first impression of the neighborhood. For this reason, it should be designed and written by a professional graphic design and editing team. Upon acceptance of the Cleveland NRP Action Plan, a Marketing committee convened by the CNA board should determine the documents needed, to prepare a request for proposals, select a consultant, work with the consultant to develop a marketing theme, gather neighborhood information and see the project through the production process.

**When?**

This work should begin immediately upon approval of the action plan.

**Cost:** \$28,000 (517,000 - product development, \$8,000 -production, \$3,000 - distribution)

<b>Funding Sources:</b>	Corporate and business donations	\$5,000
	Ad/Promotions firm pro bono	\$2,000
	NRP	\$21,000

Year	NRP Funds	Public, Private, Philanthropic
1996	\$21,000	\$7,000

**Contract Manager:** City of Minneapolis - Office of Public Affairs

**Strategy 2:**

Create and distribute a welcome wagon packet to all existing residents and new residents as they move into the neighborhood. The welcome wagon should contain important and usable information about the neighborhood. The welcome wagon will also present the perks of living in the neighborhood such as reduced rates on contractor services, low interest loan programs, etc. The welcome wagon will be much more informal than the promotional packet and can be assembled from various information sources. As part of creating the packet, it should be the Cleveland staff person's responsibility to research and identify existing programs and benefits offered to the neighborhood such as MCDA programs, Park Board programs, etc. and include that information in the packet.

**Expected Results:**

The welcome wagon will inform the neighborhood about programs, opportunities and benefits in Cleveland neighborhood. It will allow people to get involved and take advantage of NRP initiatives.

**How will this be done?**

The information in the welcome wagon *will* be collected-and kept current by the Cleveland neighborhood staff person. The staff person will also do the required printing and purchasing of necessary materials. Volunteers will distribute the information to each home in the neighborhood a few days before National Night Out in 1996. Block club leaders will discuss the information at the block parties that evening. Block club leaders will be responsible for the ongoing greeting of new residents and providing them with the welcome wagon packet.

**When?**

The first welcome wagon packet will be distributed in the summer of 1996. This will give time to establish the NRP programs prior to distributing information to the neighborhood.

Cost: \$5,000 (\$3,000 initial expenditure, \$2,000 over 5 years to update & copy material.) There will be CNA staff costs involved (See Administration Section).

Funding Sources: NRP \$5,000

Year	NRP Funds	Public, Private, Philanthropic
1996	\$3,000	\$0
1997	\$500.	\$0
1998	\$500.	\$0
1999	\$500.	\$0
2000	\$500.	\$0

Contract Manager: City of Minneapolis - Office of Public Affairs

**Strategy 3:**

Work with the media including newspapers, magazines, television and radio to feature Cleveland and/or the Camden area on a regular basis (a couple times a year). This positive publicity could be coverage of events or neighborhood profiles. It will help build a positive perception of the area and encourage people to take a look at the neighborhood.

**Expected Results:**

The purpose of this activity is to ensure that the Metropolitan Area has a correct perception of the neighborhood. Negative news which may happen in the Cleveland area is easy for the media to find. We want to make it as easy for the media to find and report positive news.

**How will this get done?**

There will have to be reasons to publicize the area and the media will have to be informed of events and happenings. A neighborhood task force which only meets a couple times a year should be formed to determine what events in Cleveland could be newsworthy. It will be the responsibility of the task force to develop contacts at the various news agencies and keep them informed about what is happening and when. The task force should act as ambassadors to the media, assisting them in whatever way possible in their coverage. The taskforce will work with the City of Minneapolis Public Affairs office.

**When?**

A good time to begin presenting ourselves to the metropolitan area is when the NRP Action Plan is approved for implementation and again when the first neighborhood project is underway.

Cost: There are no NRP funds needed for this initiative.

**Objective 2:**

Enhance the positive perception of the Cleveland area among people in the Minneapolis metropolitan area to increase awareness of the neighborhood's assets and unique qualities.

**Strategy 1:**

Work with other Camden neighborhoods to establish a yearly community housing fair. The housing fair will introduce prospective home buyers to housing programs, Realtors in the area, the type of housing stock in Cleveland and the assets of the neighborhood. There have been housing fairs in the Camden area in the past but Cleveland has not been involved and should be.

**Expected Results:**

The housing fair, if correctly publicized will give prospective home buyers a chance to see the neighborhood and learn about home ownership. The fair will be away to bring all of the vested interests in neighborhood housing such as banks, Realtors, builders and remodelers together for an event and marketing opportunity. The fair will also be a way for the area neighborhoods to work together.

**How will this get done?**

Work with a Camden organization to develop the fair. One or two representatives from each neighborhood wishing to participate could be involved in organizing a task force to review the issues and organize a yearly fair. Professional representation from the real estate and banking industry could assist in preparing the fair.

**When?**

This is a very important component in marketing neighborhood assets to people interested in home ownership. It should be started, even if on a simple level, in 1996.

Costs: \$15,000 (\$3,000 per year for 5 years)

Funding Sources:	Corporate and business donations	\$12,500
	NRP	\$2,500
Year	NRP Funds	Public, Private, Philanthropic
1996	\$1,500	\$1,500
1997	\$1,000	\$2,000
1998	\$0	\$3,000
1999	\$0	\$3,000
2000	\$0	\$3,000

**Contract Manager:** City of Minneapolis - Office of Public Affairs

## **Strategy 2:**

Create a yearly event or activity in the Cleveland Neighborhood which will attract people from the greater Minneapolis Metropolitan area. Events which have been successful in other areas include art fairs, music festivals, running races, etc.

Within five years the event should generate the revenue required to hold it.

### **Expected Results?**

Many residents have said that they did not know about Cleveland neighborhood until they happen upon it and when they did, they liked what they found. If a local even creates an opportunity for others who are unfamiliar with the neighborhood to visit Cleveland, the same could happen. Successful events are also something for the neighborhood to identify with. They provide common ground for discussion between neighbors as well as residents and non-residents. Some events such as St. Paul's Grand Old Days have become too successful in many residents eyes but the Cleveland neighborhood can gladly cross that bridge when we come to it. On the other hand the neighborhood should choose an event which has a minimal amount of possible negative results.

### **How will this get done?**

Upon approval of the Action Plan a small body of volunteers at the leadership of neighborhood: staff should be formed to identify potential events and study their impacts and feasibility. Other groups which have sponsored successful and unsuccessful events should be consulted. Area businesses should be represented on the task force. Adjacent neighborhoods should be invited to participate in the event to extend its reach and spread out the responsibilities and cost.

### **When?**

The task force should be formed soon after the Action Plan is complete with a target date for the first event in 1997.

**Costs:** \$30,000. The costs of the event will be raised through donations and income generation. Initially, NRP administrative dollars will cover partial expenses as the event will promote NRP activities.

**Funding Sources:** NRP (See Administration section)  
Business Donations \$8,000

<b>Year</b>	<b>NRP Funds</b>	<b>Public, Private, Philanthropic</b>
1996	\$0	\$0
1997	\$0	\$0
1998	\$0	\$2,000
1999	\$0	\$2,000
2000	\$0	\$4,000

**Contract Manager:** City of Minneapolis - Office of Public Affairs

### **Objective 3:**

Work with adjacent neighborhoods and communities to attract and retain "neighborhood friendly" businesses as a way to promote and nurture the Penn & Lowry business district and other neighborhood businesses.

### **Strategy 1:**

Encourage the incorporation of a bonafide business association at Penn & Lowry. This activity is already in process and will likely be completed by the time the Action Plan is approved.

### **Strategy 2:**

Encourage the business association to complete comprehensive and professional market research for the Penn & Lowry business district and possibly other linked commercial areas (the primary focus should be at Penn & Lowry). The promotional strategy should include ways to reach neighborhood residents such as "Cleveland dollars" which would be gift certificates redeemable at any Penn & Lowry business or special discount days for neighborhood residents. The strategy should define the market area, target market and specific strategies for reaching the target market. The promotional strategy should include cost estimates for accomplishing the promotional activities it defines. NRP dollars would be used for the marketing and promotions of this strategy.

### **Expected Results:**

The result of this activity is that the existing businesses will know precisely who their market is and how to reach them. This is also an invaluable tool for soliciting new businesses to the area. Large chains have their own market research staff to determine if they are interested in moving into an area but small operations do not have that luxury. The promotional strategy will be a tool in attracting ultimately successful neighborhood businesses as well as keeping the existing business strong. It is important for the business association to lead this process so they feel ownership in it.

### **How will this get done?**

Upon approval of the Action Plan and incorporation of the business association, the association should inform the Cleveland, Folwell and Jordan Neighborhood Associations of their intention to request proposals (RFP's) from market research and retail promotions firms to complete the promotional strategy. Upon approval by the neighborhood associations, the business association would request proposals, hold interviews and recommend selection of a team. The recommendation would then go back

to the neighborhood associations for their approval. The funds would then be allocated to the business association for completion of the study.

**When?**

The project can begin as soon as the Action Plan is approved and the business association is incorporated.

**Costs:** \$24,000

Funding Sources:	NRP	\$16,000
	Local Businesses	\$8,000

Year	NRP Funds	Public, Private, Philanthropic
1996	\$16,000	\$8,000

**Contract Manager:** MCDA

**Strategy 3**

Assist the business association in carrying out the promotional activities recommended in the study discussed above (Strategy 2).

## Stability Section

### **GOAL A:**

Increase both perceived and actual safety within the Cleveland neighborhood.

### **Objective 1:**

Create and support programs designed to increase sense of safety, reduce crime, and promote citizen participation in community initiatives.

### **Strategy 1:**

Increase participation in block clubs to 100% of all blocks within the next 3 years, and improve the activity level of block clubs and their awareness of crime prevention techniques.

### **Expected Results:**

In NRP workshops, the most frequent responses on how to improve neighborhood stability were to increase security against crime and create a stronger sense of community. A strong and active block club network will facilitate neighbor to neighbor communication and strengthen community awareness of anti-crime initiatives. The block clubs provide a mechanism for solving problems, distributing information, and increasing citizen participation in neighborhood initiatives. By increasing the participation level within Cleveland's block clubs, we hope to increase overall citizen participation in neighborhood events and enhance the sense of security.

### **How will we do this?**

The CCP/SAFE team will discuss with the CNA Board (or Crime and Safety Committee) which blocks should receive priority in organizing/reorganizing efforts. The CCP/SAFE team will work with the neighborhood association to assure the goal of 100% block club involvement is achieved and maintained. The CCP/SAFE team will serve as a resource in working on crime/safety concerns, and providing personal safety workshops, home premise surveys, and providing information on Operation 1D, McGruff Houses, and Graffiti removal. CNA will work with CCP/SAFE to hold Block Club Safety Workshops, as a means of improving awareness of crime prevention techniques and overall activity level. CCP/SAFE will offer incentives available i.e. free motion detector lights to new block clubs. The neighborhood association will provide resources for additional incentives to increase participation and activity levels in the existing clubs. A fund will be established and the criteria to access resources will be developed by the Crime and Safety Committee, and administered through CNA (See Stability, Goal A, Objective 1, Strategy #2). The CCP/SAFE team will work with the committee to monitor block club activity.

### **When?**

As soon as the Action Plan is approved, the CNA board will establish a Crime and Safety Committee. This will be a standing committee which will work with CCP/SAFE and neighborhood staff to implement all crime and safety related items. Specifically, they will begin developing the guidelines for the incentives fund by reviewing models used in other NRP neighborhoods. The CCP/SAFE team will include in their next workplan, goals for organizing and activating blocks in the Cleveland neighborhood.

**Cost:** The cost of this initiative will be absorbed through current CCP/ SAFE budget and minor neighborhood staff time (See Administration Section).

## **Strategy 2:**

Establish a contingency fund for block clubs.

### **Expected Results**

This initiative is designed to strengthen the block club network. It provides minimal funding to support initiatives at the block-level and increases the likelihood of participation in formal block club events.

### **How will we do this?**

This fund can be used to address block club needs (contingent on meeting NRP guidelines). The neighborhood based the funding guidelines on a guide of \$50 per year per Cleveland block club. Possible projects include the purchase of home security devices used as an incentive for attending block club meetings, start up money for a neighborhood garden, or materials to assist in an alley clean up project. CNA will communicate about this fund and its uses to the block club leaders. The Crime and Safety Committee will develop guidelines for program as well as oversee fund distribution.

### **When?**

The Crime and Safety Committee will work with CCP/SAFE and neighborhood staff to implement this program beginning in 1996.

### **Cost:** \$12,000

The cost for this program will be \$12,000 over five years. After the second year, CNA will need to seek alternative funding to continue the program at the initial level. CNA staff time is needed for implementation (See Administration Section).

Funding Sources:	NRP	\$8,400
	Grants/Donations	\$3,600
Year	NRP Funds:	Public, Private, Philanthropic
1996	\$2,400	\$ 0
1997	\$2,400	\$ 0
1998	\$ 1,200	\$ 1,200
1999	\$ 1,200	\$ 1,200
2000	\$ 1,200	\$ 1,200

**Contract Manager:** CCP/SAFE

## **Strategy 3:**

Communicate activities of the Neighborhood Patrol.

### **Expected Results:**

Through this initiative, CNA will help the neighborhood patrol to remain a visible presence in the community. It is a way for citizens to participate beyond their block by walking in the neighborhood,

meeting neighbors, and fostering a sense of safety and neighborliness in our community. The neighborhood patrol is an "ambassador" program as well as a deterrent to negative activity.

**How will we do this?**

Cleveland neighborhood has had a neighborhood patrol since the summer of 1994. CNA's Crime and Safety Committee will communicate with the Cleveland Patrol in an effort to stay abreast of current crime and safety related activities within Cleveland. The neighborhood newsletter will be a vehicle for the Patrol to inform Cleveland residents. While CNA wishes to help in promotion and support of the Cleveland Patrol, CNA will only do so to the extent that responsibility for the patrol, and the actions of those serving on the patrol, does not fall upon CNA.

**When?**

As soon as the Action Plan is approved, the Crime and Safety Committee will convene and begin working with the patrol to address this initiative.

**Costs:** The cost is contained in newsletter production (See Administration Section).

**Objective 2:**

Clarify misperceptions of crime in the neighborhood to increase people's sense of safety.

**Strategy 1:**

Create a quarterly CCP/SAFE column in the CNA newsletter to increase resident crime/safety awareness, and organize an annual CCP/SAFE presentation on crime trends and livability issues.

**Expected Results:**

The intent is to help residents to have a broader understanding of the activity occurring in the neighborhood. It will put in context the trends and levels of crime in Cleveland and around the city. Both the column and the annual meeting will help residents to have a better understanding of what crime statistics mean and how to respond. The annual meeting will help the Crime & Safety Committee to set directions for new programs or initiatives needed to address neighborhoodwide problems.

**How will we do this?**

CCP/SAFE staff will provide the column and maps to the CNA staff for inclusion in the newsletter. The CNA Crime & Safety Committee will host the annual meeting and work with CCP/SAFE team to prepare publicity and materials.

**When?**

As soon as the Action Plan is approved, the Crime & Safety Committee will convene and begin coordination of the CCP/SAFE presentation. Arrangements for the newsletter column have already been made.

**Costs:** The costs for this strategy are outlined in the newsletter development costs (See Administration Section).

## **GOAL B:**

Increase sense of community.

### **Objective 1:**

Increase public use of Cleveland Park.

### **Strategy 1:**

Improve the Cleveland Park building and security issues in the immediate area.

#### **Expected Result:**

With increased lighting on the building, residents will feel more secure about using the Park. Residents will also have a place to see postings for activities occurring in the neighborhood, employment opportunities, and information about neighborhood association events.

#### **How will we do this?**

The bulletin board will be reattached and motion detector lights added to the building for additional security. Funds will be set aside for exploring the feasibility of installing a "code blue" light. If a "code blue" light is not appropriate, the funds will be reallocated consistent with the original Transition Funds guidelines. The Community Involvement Committee will meet with the Minneapolis Park Board to make arrangements for installation and maintenance. The committee will be responsible for changing the bulletin board display and keeping information current.

When?

As soon as the Action plan is approved, the CNA board will convene a Community Involvement Committee. This group, with CNA staff, will work with the Park Board to make the changes by Summer 1996. These items will be funded with the remaining Transition Funds.

Costs: \$6,000\*

Funding Sources: \*Funding for this initiative is covered in 1992 NRP transition funds.

### **Strategy 2:**

Arrange appropriate staffing for the park..

#### **Expected results:**

Cleveland is committed to supporting park programming which builds community and affirms the park as a safe space. Neighborhood surveys indicate there is a high need for additional recreational activities and programming for youth. Currently, the only programs are run through Y-MAP during the summer months. Cleveland will work with the Park Board to assure those 30 hours per week remain in the budget. Cleveland neighborhood will set aside additional money to improve the quality and level of Park staffing beyond what is provided as traditional services by the Park Board.

**How will we do this?**

Cleveland will work with the Minneapolis Park Board to carry out this strategy.

**When?**

As soon as the Action Plan is approved, the Community Involvement Committee will convene and create a workplan for the Park strategies.

Costs: \$5,160

Funding Sources:                      NRP                      \$5,160

Year	NRP Funds	Public, Private, Philanthropic
1996	\$1032.	\$0
1997	\$1032.	\$0
1998	\$1032.	\$0
1999	\$1032.	\$0
2000	\$1032.	\$0

**Contract Manager:** Park Board

**Strategy 3:**

Increase adult presence in the Cleveland Park.

**Expected Results:**

With increased adult presence in the park, negative activities will be discouraged, and youth will have someone to turn to if there is a problem.

**How will we do this?**

Posters and information will go in the park bulletin board in the spring and be distributed at the Cleveland Park Celebration in June encouraging residents to help watch activities in the park. The houses bordering the park will be flyered to encourage special involvement as "eyes and ears" for the park. CNA staff, CCP/SAFE team and Y-IMP will be in contact with one another to address resident concerns in an expedient manner. CNA and concerned residents will work with the Minneapolis Police Department and the Minneapolis Park & Recreation Department to develop acceptable park patrolling, and the neighborhood patrol will concentrate some walks during problem times or in problem areas within Cleveland Park.

**When?**

This initiative will begin in the Spring of 1996.

**Costs:** The costs for this initiative are contained within the production cost of the CNA newsletter (See Administration Section)

## **Strategy 4:**

Increase adult & youth activities available at Cleveland Park.

### **Expected Results:**

This strategy is a natural outgrowth of other park initiatives. The strategy is to increase team sports in the Cleveland neighborhood. By utilizing the -Cleveland Park field for youth (and adult) sport league activities, we will not only increase community presence in the park, but will also be teaching children cooperative skills, and serve as a vehicle for adult/child activities.

### **How will we do this?**

CNA will be responsible for advertising and recruiting volunteers to coach these teams. A fund will be developed for purchasing special park equipment such as shuffle boards, horseshoes, etc. These items are not part of the standard equipment package provided by the Park Board, The Community Involvement Committee will work with the Park Board to secure the basic equipment package and order any additional specialty equipment needed.

### **When?**

After the Action plan is approved, the CNA board will convene a Community Involvement committee to look at this issue. This group and CNA staff will work with the Park Board to begin initiatives for the Summer 1996.

**Costs:** 52,000\*

\* Funding for this initiative will come from 1992 Transition funds.

**Contract Manager:** Park Board

## **Objective 2:**

Assist residents in remaining vital and contributing members of the community.

## **Strategy 1:**

Promote existing Senior Services through the CNA newsletter, CNA resource file, Park Kiosk, Welcome Wagon Packets.

### **Expected Results:**

According to the 1990 census, 15% of the neighborhood is comprised of residents age 65 and over. The neighborhood survey supports that the majority of survey respondents are concerned or very concerned about senior citizen issues in the neighborhood. They described their concerns as safety, the need for more social events, and the need for services such as transportation and assistance in the maintenance of property. In Cleveland's NRP planning, safety concerns are addressed through better block club connections and closer ties with CCP/SAFE. Instead of duplicating social and recreational services, Cleveland Neighborhood Association will promote existing agencies serving seniors in the Cleveland area. The materials will inform the seniors about programs and services available, and enable people to get involved and take advantage of existing services.

**How will we do this?**

CNA staff person will gathering information from appropriate sources and do any rewriting or formatting necessary to distribute the information. CNA will cover the cost for additional printing if necessary. The Senior Ombudsman from the City will serve as a resource and provide technical assistance to the project.

**When?**

After the Action Plan is approved, the Community Involvement Committee will begin implementation of this strategy.

**Costs: \$8,500**

The NRP funding needed for this strategy is estimated at approximately \$8,500 over five years for development of materials and distribution to seniors in the neighborhood. This actual cost of implementing this initiative may be reduced through use of materials already available through established agencies.

Funding Sources:

Year	NRP Funds	Public, Private, Philanthropic
1996	\$2,500	\$0
1997	\$2,000	\$0
1998	\$2,000	\$0
1999	\$1,000	\$0
2000	\$1,000	\$0

**Contract Manager:** City of Minneapolis - Office of Public Affairs

**Strategy 2:**

Create an employment referral list of neighborhood youth to assist residents in home and yard chores (i.e. snow shoveling, yard work, baby-sitting). The employees are neighborhood youth (12-15 years old). Funds would be set aside to assist seniors unable to afford the home and yard services outlined above. Seniors on fixed incomes: and need of assistance may be referred to Hennepin County Home Chore Services.

**Expected Results:**

Neighborhood youth (12-15 year olds) gain work experience, a sense of pride in the neighborhood, and relationships with older adults. Seniors will benefit by getting assistance with home maintenance projects that may be increasing difficult for them to accomplish independently. This program will also serve to strengthening the link between youth, seniors, and other residents which is important to building community and helping Cleveland neighbors know one another and work together.

**How will we do this?**

The CNA staff will develop and promote the referral service. Youth will be reached through a targeted mailing from the Minneapolis School Board. Posters advertising the referral service will be displayed throughout the neighborhood. Parents must sign a consent for children who wish to participate. This service can be utilized by anyone in the neighborhood and will be promoted through the neighborhood newsletter, Park bulletin board, welcome packets, and block club network. Information about the

financial assistance fund for seniors will also be available. The guidelines for participation will be developed by the Community Involvement Committee of the board. The Senior Ombudsman from the City will serve as a resource and provide technical assistance to the Senior portion of the project.

**When?**

As soon as the Action plan is approved, the CNA board will convene a Community Involvement Committee. This group will develop a timeline for implementation of this program.

**Costs:** \$5,000

CNA staff time will be needed (See Administration Section).

**Funding Sources:**

Year	NRP Funds	Public, Private, Philanthropic
1996	\$1000	\$0
1997	\$1000	\$0
1998	\$1000	\$0
1999	\$1000	\$0
2000	\$1000	\$0

**Contract Manager:** NRP

**Objective 3:**

Involve youth in positive, community-oriented activities.

**Strategy 1:**

Promote existing activities for youth and families through publicity in the CNA newsletter and the Park bulletin board.

**Expected Results:**

The materials will inform the families and young people about programs and opportunities in Cleveland neighborhood regarding activities. It will facilitate involvement in existing programs and strengthen ties between parents and children.

**How will we do this?**

CNA staff person will work with Parks and Recreation, Minneapolis Youth Coordinating Board and other youth-serving agencies to publicize activities. Information will be included in the CNA newsletter.

**When:**

As soon as the Action plan is approved, the CNA board will convene a Community Involvement Committee which will determine appropriate timeline for implementation of this strategy.

**Costs:** Costs for this initiative include minimal CNA staff time and newsletter costs (See Administration Section).

## **Strategy 2:**

Work with local High School and Middle School staff to involve Cleveland youth in neighborhood-based projects as a part of the school "community service" requirement.

### **Expected Results:**

Through this program, youth will work in their own neighborhood, build relationships and increase pride in their own community. An emphasis will be placed on helping youth recognize their sense of purpose and belonging within the neighborhood.

### **How will we do this?**

CNA staff will distribute information to Cleveland youth using the Minneapolis School Board targeted mailing list. (This can be included with the youth employment referral service.) The CNA board, block leaders, and businesses will define community service projects. CNA staff will help facilitate the link between the students and the projects, and coordinate materials needed for the project during the first two years, after which, it will be taken over by resident volunteers.

**Costs:** The costs of this strategy are contained in minor CNA Staff time and production of newsletter (See Administration Section).

## **Objective 4:**

Help property owners and residents along Penn Avenue become more active stakeholders in the Cleveland neighborhood.

## **Strategy 1:**

Provide funds for a part-time staff to organize along Penn Avenue.

### **Expected Results:**

The organizer will focus on Penn Avenue from Lowry to Dowling and work with Folwell neighborhood to coordinate the timing of outreach activities. Efforts will be made to expand to other neighborhoods along the corridor. Both Jordan and Near North, to the south, and Victory, to the north, have expressed an interest in focusing on Penn Avenue.

The organizer will bring stakeholders (renters, homeowners, rental property owners, and business members) together to address immediate issues affecting neighborhood livability. Penn Avenue Issues Forums were initiated during the NRP planning process, however, the complexity of the issues and the lack of cohesion on Penn Avenue warrants concentrated staff time to identify priority concerns and provide resources to address problems.

In addition to identifying concerns, stakeholders will work with staff and the Cleveland Neighborhood Association to determine appropriate solutions. Cleveland has committed time and resources to longer-term planning for the corridor (see page 31 "Investment", Goal B, Objective 1, Strategy 1). It is the intent of the part-time organizer do the initial work to stabilize the six blocks and feed both information and volunteers into the longer-term planning process.

Clearly, in talking to Cleveland residents and public staff who serve in the area, a concerted effort to stabilize and thoughtfully plan for the future of Penn Avenue is critical for the neighborhood's success.

**How will we do this?**

Cleveland will hire a part-time organizer to work with stakeholders on Penn Avenue. Efforts will be made to collaborate with surrounding neighborhoods.

**When?**

As soon as the Action Plan is approved, CNA will define the strategy, develop the job description, and begin the hiring process.

Costs: \$10,400 (\$10 per hour for 20 hours per week- one year position)

**Funding Sources:**

Year	NRP Funds
1996	(See Administration Section)

**Contract Manager:** NRP

**Objective 5:**

Support neighborhood-wide events that foster neighborliness and pride in the community.

**Strategy 1:**

Create a contingency fund for neighborhood community service projects such as a paint-a-thon, home improvement month campaign, spring plant exchange & garden clinic, remodeling design contest.

**Expected Results:**

Neighbors will develop a greater sense of community spirit and pride while participating in hands on projects that have an immediate and visible affect on the neighborhood.

**How will we do this?**

The Neighborhood Involvement Committee will plan one or more projects per year with an annual budget of \$2,000 per year. (Example, first year paint-a-thon budget of \$500 would include start up costs of brushes, paint buckets, drop clothes, etc.) The project would need to secure NRP legal approval to assure the project are authorized expenses. Once approval is received, CNA will publicize community events and organizational efforts in the CNA newsletter. Notices will also be channeled through the block club system. This fund may assist with youth community service projects described in Stability Section, Goal B, Objective 3, Strategy 2. The Community Involvement Committee will look for additional ways to increase participation in community events.

**Costs:** \$10,000.

The cost of this strategy would be a total of \$10,000 over five years. Funds not used in one year would be added to the next year's budget. Other matching funding would be sought for each project developed.

**Funding Sources:**

Year	NRP Funds	Public, Private, Philanthropic
1996	\$2,000	\$ 0
1997	\$2,000	\$0
1998	\$2,000	\$0
1999	\$2,000	\$ 0
2000	\$2,000	\$0

**Contract Manager:** NRP

**GOAL C:**

Ensure the economic viability of neighborhood residents.

**Objective 1:**

Provide an environment where numerous employment opportunities exist.

**Strategy 1:**

Publicize existing youth employment resources such as North High School Career Center, Park and Recreation information, and neighborhood business opportunities.

**Expected Result:**

Publicizing existing services will inform the families and young people about job opportunities. They can utilize existing services including job skills training and development, career counseling, etc. Cleveland will also create neighborhood based jobs through the youth employment referral service.

**How will we do this?**

The Community Involvement Committee and CNA staff will gather information on employment opportunities and referral services for youth (12-18 years old), and publicize where appropriate. The CNA staff will work on a neighborhood-based job referral service (see page 20- Stability section; Goal B; Objective 2; Strategy 2).

**When?**

After the Action Plan is approved, the Community Involvement Committee will be created and determine the timeframe for its initiatives.

**Cost:** The costs for will involve CNA staff time and newsletter costs (See Administration Section).

## **Strategy 2:**

Explore ways to support residents who are self-employed or work out of their homes.

### **Expected Results:**

This initiative would aid residents who are self-employed and/or work out of their homes.

### **How will we get this done?**

The CNA board, through the Cleveland neighborhood staff person or CURA intern, will conduct a survey to determine the number of home-based businesses and contract employees as well as the special needs of this population. A business directory will be developed which will include businesses throughout Cleveland (and possibly surrounding areas). This information will be distributed along with the Welcome WaLron Packet.

### **When?**

As soon as the Action plan is approved, the CNA board will convene a Community Involvement Committee which will set a workplan for implementation of this initiative.

**Cost:** \$500

Costs for this strategy involve the development of a business directory and staff time (See Administration Section).

### **Funding Sources:**

Year	NRP Funds	Public, Private, Philanthropic
1996	\$500	\$0

**Contract Manager:** City of Minneapolis -Office of Public Affairs

## **GOAL D:**

Improve overall appearance, attractiveness and desirability of Cleveland neighborhood public and private spaces.

In neighborhood NRP workshops, increasing neighborhood stability was closely linked to improved neighborhood appearance. The survey results support this idea with 83% of the respondents being concerned or very concerned about litter and 92% of the respondents concerned or very concerned about general neighborhood appearance. In fact, neighborhood appearance was ranked the second reason people intend to move from the neighborhood.

### **Objective 1:**

Encourage neighborhood maintenance.

## **Strategy 1:**

Promote existing programs.

### **Expected Results:**

Increase awareness and participation in beautification programs such as blooming boulevards. Increase the number of flower gardens and other landscaping efforts in the neighborhood and promote pride in Cleveland:

### **How will we do this?**

Community Involvement Committee will coordinate with the City's Committee on Urban Environment to find ways to increase participation.

### **When?**

Information on Blooming Boulevards and other property beautification programs will be gathered and distributed through the CNA Newsletter beginning in Spring of 1996.

Cost: The cost for this strategy involves CNA Staff time and newsletter distribution costs (See Administration Section).

## **Objective 2:**

Work to keep substandard and boarded up properties to a minimum in Cleveland.

## **Strategy 1:**

Establish a substandard or boarded and vacant buildings fund. Expedite the process of addressing vacant and boarded properties in Cleveland.

### **Expected Results:**

Through the establishment of a \$100,000 (\$20,000 per year over 5 years) fund, Cleveland will have greater leverage in addressing problem properties. The reduction of vacant and boarded houses in the area will have a great effect on overall neighborhood appearance and property values of houses adjacent to these properties.

### **How will we do this?**

The Housing Committee will set up a mechanism for quickly identifying and analyzing vacant properties that may be available through tax forfeiture or abandonment. The committee will work with City Inspections Department, MCDA, City Assessor's Office, block clubs and neighborhood patrol to develop a rolling inventory of target homes and a simple questionnaire for acquiring basic information about these homes.

Once target homes have been identified and analyzed, the Housing Committee will work with MCDA to rehabilitate vacant or boarded homes in Cleveland by contributing annual funding to help leverage the redevelopment of these homes by MCDA, Habitat for Humanity or other non-profit developers.

**When?**

Implementation of this initiative will begin with the acceptance of the CNA action plan.

**Cost:** \$100,000 (520,000 per year over five years)

**Funding Sources:**

Year	NRP Funds	Public, Private, Philanthropic
1996	\$20,000	\$20,000
1997	\$20,000	\$20,000
1998	\$20,000	\$20,000
1999	\$20,000	\$20,000
2000	\$20,000	\$20,000

**Contract Manager:** City of Minneapolis - Department of Regulatory Services- Inspections Division.

**Objective 3:**

Ensure that Cleveland's streets and alleys are kept clean.

**Strategy 1:**

Support and improve participation in the annual "Clean-Sweep " program.

**Expected Results:**

Cleveland has participated in the program since 1993 with the volunteer leadership coming primarily from the CNA board and staff. It is expected that through this program, CNA can increase its visibility with residents and provide an example of what it can do to benefit the neighborhood. This program gives volunteers the opportunity to work with other residents, get to know their neighbors and the neighborhood, and participate in the upkeep of the neighborhood appearance. Furthermore, this program should work to instill a sense of community pride and dedication which can carry over into other programs and events in the community.

**How will we do this?**

The CNA Board will establish a Community Involvement Committee. It will be the responsibility of this committee to secure the dates and times of the annual event, to advertise when and what the event is about, and to line up adequate volunteers.

**When?**

Following the adoption of the Plan, the CNA Board will establish the Community Involvement Committee. This committee will then begin to prioritize its tasks and plan for the events under its jurisdiction. This event is to be an annual event -occurring in the late spring or early summer.

**Cost:**

Cost will include publicity through the newsletter (See Administration Section).

## **Strategy 2:**

Organize regular ongoing clean-up events through the block clubs.

### **Expected Results:**

An issue of great concern to neighborhood residents, as indicated in numerous surveys, is the appearance of neighborhood streets and properties. Through creation of neighborhood clean up events (in addition to- Clean Sweep); we hope to address this problem and create additional opportunities for neighbors to work together in strengthening their community.

### **How will we do this?**

The Cleveland Board will look for ways to expand clean-up efforts beyond the Clean Sweep event. Ideas include "adopt a block", and community events. Necessary materials (garbage bags, rakes, etc.) will be secured through donation.

### **When?**

CNA has already begun to look for volunteers who would like to start up various neighborhood clean up initiatives such as a Penn Ave. Clean Up Crew. Additional organizing efforts will continue in 1996 through the Community Involvement Committee.

**Cost:** There will be CNA Staff time and newsletter costs involved (See Administration Section).

## Investment Section

### **GOAL A**

Provide a range of housing options (both. quality and size) within the Cleveland neighborhood.

### **Objective 1**

Utilize and develop programs that will improve housing quality and value.

### **Strategy 1:**

Establish a revolving loan program which will provide low interest loans for exterior and interior home improvements and enhancements to the home and surrounding property.

#### **Expected Results:**

Cleveland Neighborhood Association will work with a local lending institution to establish and promote a revolving loan program for Cleveland residents. It is hoped that with this program, residents: will be encouraged to improve, update, and expand their homes, thus adding to the quality, appearance, value and integrity of their home and neighborhood.

#### **How will we do this?**

The CNA board will set up a Housing Committee to oversee any housing related strategies. The Housing Committee and CNA staff will work with MCDA's Residential Finance Department and/or private lending institutions to develop and implement the revolving loan fund including establishing the program guidelines such as types of loans (deferred, revolving and forgivable), income limits for borrowers, maximum loan amount, loan interest rate, maximum term, and eligible work. The Housing Committee will secure participation of a local lending institution to administer the program.

#### **When?**

As soon as the Action Plan is approved, the CNA board will convene a Housing Committee to begin the items outlined above.

**Cost:** \$200,000 (additional funding shall be sought from local banks, MCDA, nonprofits).

#### **Funding Sources:**

Year	NRP Funds	Public, Private, Philanthropic
1996	\$200,000	

**Contract Manager:** MCDA

## **Strategy 2:**

Establish a rental rehabilitation loan/grant program.

### **Expected Results:**

Surveys (especially those concerning Penn Ave.) have consistently shown that residents are concerned about problem rental properties in the area, and that the upkeep of these units was paramount to maintaining or improving Cleveland's housing stock. Through this program Cleveland hopes to impact the decline in rental property conditions and offer incentives for rental property conversion to owner occupied.

### **How will we do this?**

As in the previous strategy, the CNA board will set up a Housing Committee to oversee any housing related strategies. The Housing Committee and CNA staff will work with MCDA's Residential Finance Department and /or private lending institutions to develop and implement the revolving loan fund including establishing the program guidelines such as types of loans (deferred, revolving and forgivable), income limits for borrowers, maximum loan amount, loan interest rate, maximum term, and eligible work. The Housing Committee will secure participation of a local lending institution to administer the program.

### **When?**

As soon as the Action Plan is approved, the CNA board will convene a Housing Committee to begin the items outlined above.

**Costs:** \$100,000

### **Funding Sources:** Year

1996

NRP Funds                      Public, Private, Philanthropic \$100,000

**Contract Manager:** MCDA

## **Strategy 3:**

Promote existing home improvement programs

### **Expected Results:**

Materials will be gathered and distributed to inform the residents about the programs, opportunities; and services already available to residents of Cleveland neighborhood concerning alternative methods of financing home improvements. Through providing this material, it is hoped more people will take advantage of opportunities to invest in property improvements.

### **How will we do this?**

CNA will gather information from Minneapolis Community Development Agency (MCDA), Northside Neighborhood Housing Services (NNHS), Minnesota Housing Finance Agency, (MHFA) and other appropriate sources. The information will be available at the Cleveland office and pertinent information will be featured in the neighborhood newsletter, and distributed with the welcome wagon packets.

**When?**

Upon approval of the Action Plan, the CNA Housing Committee will begin implementation.

**Cost:** The costs associated with this initiative CNA staff and newsletter production (See Administration Section).

**Objective 2:**

Provide opportunities for home and yard expansion.

**Strategy 1:**

Work with MCDA and the City to provide incentives for the sale of vacant lots to adjacent property owners as sideyards.

**Expected Results:**

An assistance fund will be set up to increase options available to Cleveland residents for expansion of yard and property. When houses are torn down and no new structure built, property can more easily be purchased by adjacent property owners, who wish to acquire property and maintain it as a viable green space in the neighborhood.

**How will we do this?**

The Housing Committee of the Cleveland Board will include in a plan to address redevelopment or reuse of substandard lots. As part of this plan, a fund will be set up to assist adjoining property owners in the purchase of the vacant lot for the purpose of sideyard expansion. The estimated number of yard expansions is one per year, and grants will be available to adjacent property owners for 20% of the market value of the lot.

**When?**

Cleveland's Housing Committee will work with MCDA and other city offices to establish guidelines and implement this strategy.

**Cost:** The cost of this strategy will be \$10,000 of NRP funds distributed as \$2,000 per year.

**Funding Sources:**

Year	NRP Funds	Public, Private, Philanthropic
1996	\$2,000	\$0
1997	\$2,000	\$0
1998	\$2,000	\$0
1999	\$2,000	\$0
2000	\$2,000	\$0

Contract Manager: MCDA

## **GOAL B**

Strengthen the commercial sector in Cleveland and bordering areas.

### **Objective 1:**

Support neighborhood businesses and assure economic viability of the commercial areas.

### **Strategy 1:**

Develop a strategic plan for improvements to the Lowry Avenue and Penn Avenue corridors as well as the Lowry and Penn commercial district.

#### **Expected Results:**

A study will be done which would encompass the area of Lowry Avenue from Victory Memorial Drive up to or beyond Penn Avenue, and Penn Avenue between Dowling and Lowry, expanding where possible. CNA will make efforts to include the bordering communities of Folwell, Jordan, and Victory in this study. The study should identify specific strategies for land use, property rehabilitation and redevelopment. As part of the planning process, implementation tools should be created to guide implementation. These tools include a master plan of the corridors, design guidelines for buildings, streetscape, open space, and a finance plan. The strategic plan should be closely coordinated with creation of a promotional strategy discussed in the Marketing section of the document.

It has become clear through the NRP process, and surveys of the area, that the Cleveland neighborhood is very concerned with the Lowry. and Penn Avenue corridors. Residents tie the future stability of the neighborhood as a whole to the stability and success of the Lowry & Penn commercial district. The strategic plan will give Cleveland and the three adjoining neighborhoods the ability to chart the future of the corridors and a clear vision of how, and where, to guide investments so they have the greatest impact.

#### **How will we do this?**

After initial Penn Avenue organizing efforts have been made, CNA will designate a consultant selection committee. If the study is to be a collaborative effort, then the selection committee should be made up of a few representatives from each neighborhood. The committee should request proposals (RFP's) from urban design and public finance teams, hold interviews and recommend selection of a team to each neighborhood association. The selection committee would be the overseeing body of the strategic plan, and one staff person from each neighborhood would be the contact people for the consultants. The Planning Department and MCDA will provide technical assistance to the selection committee.

#### **When?**

The project can begin as soon as the Action Plan is approved. The neighborhoods will attempt to secure a planning grant from MCDA for a portion of this work so coordination should revolve around submittal of the grant application.

Cost: \$50,000.

<b>Funding Sources:</b>	NRP funds	\$30,000
	MCDA	\$20,000

Year	NRP Funds	Public, Private, Philanthropic
1996	\$30,000	20,000 - MCDA

Contract Manager: MCDA

## **Strategy 2**

Create an Implementation Fund for the commercial strategic plan.

**Cost:** \$400,000

Funding will be made available upon completion of Marketing study, and the Implementation Committee has decide upon what measures need to be taken. Matching funds will be sought to continue implementation efforts beyond the \$400,000 from NRP.

Year	NRP Funds	Public, Private, Philanthropic
1996	\$400,000	

**Contract Manager:** MCDA

## **GOAL C**

Improve and enhance public infrastructure.

### **Objective 1:**

Evaluate neighborhood transportation issues and reduce traffic hazards.

### **Strategy 1:**

Work with Public Works to evaluate uncontrolled intersections in the residential areas considering perhaps the "basket-weave" format.

#### **Expected Results:**

Stop signs will be installed at four way intersections in an effort to create safer residential streets and to calm commuter traffic.

#### **How will we do this?**

CNA will work with the Minneapolis Public Works Department to install stop signs in accordance with the basket weave model already developed by the city.

#### **When?**

Communications to implement this program are already taking place and implementation can move forward with approval of Action Plan.

**Costs:** \$1,600 for stop signs

**Funding Sources:**

Year	NRP Funds	Public, Private, Philanthropic
1996	\$1,600	

**Contract Manager:** Public Works

**Objective 2:**

Improve street lighting in the neighborhood.

**Strategy 1:**

Work with Public Works to identify areas needing improvements and provide where necessary NRP dollars to fund such improvements.

**Expected Results:**

Residents have expressed a need for additional lighting. Better lighting on streets and alleys would deter vandalism and undesirable behavior. Increased lights along community streets will positively impact the area by reducing the amount of late night activity.

**How will we do this?**

The CNA Crime and Safety committee will work with Public Works, Councilmember Rainville, and NSP to determine appropriate lighting program and financing.

**When?**

Communications will begin with the approval of the Action Plan and development of a Crime & Safety committee.

**Cost:** \$0

## Administration and Staff Support

### Objective 1:

Provide administrative support to implement the NRP Plan.

### Strategy 1:

Hire a staff person(s) to assist CNA in the effective and efficient implementation of this plan.

**Expected Results:** The staff will support a number of aspects in the plan including but not limited to the following:

- \* Assist in block club organizing and other crime and safety strategies.
- \* Organize Penn Avenue residents, property owners and businesses to address immediate concerns. Link volunteers and input to the subsequent strategic planning process.
- \* Survey home-based businesses and develop a neighborhood business directory.
- \* Produce a monthly neighborhood newsletter. Compile information on existing services for seniors, youth and family programs, and youth employment opportunities to be featured in the newsletter.
- \* Work with the Community Involvement committee to establish the youth employment referral service and the senior incentives fund.
- \* Assist in organizing neighborhood events; clean-ups, community service events, etc.
- \* Publicize implementation efforts through press releases to local newspapers, and other announcements and publicity.
- \* Oversee administration of projects, budgets, record-keeping, and reporting to agencies. Report regularly to the CNA Board regarding ongoing efforts.
- \* Develop additional non-NRP funding sources to increase the effectiveness of plan implementation and to continue projects as NRP funding is phased out.

### **How will we do this?**

The CNA Board will establish a Management Committee following adoption of the Action Plan. The Committee's responsibility will be to assess all initiatives which involve staff time and determine appropriate job description(s) and level of staffing needed. The committee will hire and supervise the staff.

### **When?**

As soon as the Action Plan is approved, the Management Committee will be formed.

**Cost:** \$109,436

**Funding Sources:** NRP Funds: \$109,436. (for staff salary, fringe benefits, rent, phone, supplies, printing, postage, meeting expenses, etc.)

<u>Year</u>	<u>Staff</u>	<u>Operating</u>	<u>Total</u>
1996	\$34,320 (1.5 FTE)	\$12,276	\$46,596
1997	\$12,558 (.5 FTE)	\$12,589	\$25,147
1998	\$6592 (.25 FTE)	\$10,918	\$17,510
1999	\$6920 (.25 FTE)	\$11,263	\$18,183
2000	\$0	\$2,000	\$2,000

The 1997-1999 figures reflect a 5% increase each year for staffing, rent, and supply expenses, as well as reductions in staff levels the second, third, and fourth years.

## **Strategy 2:**

Expand the neighborhood newsletter to promote NRP initiatives and CNA activities.

### **Expected Results:**

The newsletter will serve as a critical source of information for the neighborhood and will highlight both existing services and new neighborhood initiatives.

### **How will we do this?**

CNA staff will gather information in the following areas: senior services, youth and family programs, and youth employment opportunities. A crime and safety column will be added and upcoming events and events will be announced. The intent is to inform and involve more residents in NRP initiatives and their neighborhood. The newsletter will be produced and distributed monthly.

**Costs:** \$45,000

The cost for this strategy includes newsletter printing and distribution costs. CNA staff costs for producing the newsletter are included in the previous strategy (See Administration Section). Printing: \$450 per newsletter (12 per year) Distribution: \$300 per newsletter (12 per year).

<b>Year</b>	<b>NRP Funds</b>	<b>Public Funds</b>	<b>Private Funds</b>
1996	\$7,000	\$2,000 (MCDA-Citizen Participation Funds)*	\$0
1997	\$7,000	\$2,000 (MCDA-Citizen Participation Funds)	\$0
1998	\$5,000	\$2,000 (MCDA-Citizen Participation Funds)	\$2,000
1999	\$5,000	\$2,000 (MCDA-Citizen Participation Funds)	\$2,000
2000	\$2,000	\$2,000	\$2,000

\*Funding from the MCDA- Citizen Participation Department has not been determined and cannot be guaranteed.