

**MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM**

**NEAR NORTH / WILLARD HAY  
NEIGHBORHOOD  
ACTION PLAN**

**Date Adopted by the Policy Board: May 1, 1995**

**Date Adopted by the City Council: May 26, 1995**

**Document Number: 95-161M**

# NEAR NORTH / WILLARD HAY

## *NEIGHBORHOOD ACTION PLAN*

Submitted by

**The Near North/Willard  
Hay NRP Committee**

In conjunction with

**Northside Residents  
Redevelopment Council**

**Northside Economic  
Development Council**

**Northside Agencies, Inc.**

Contents

**Neighborhood  
Planning Process**

**Outreach**

**Physical Environment**

general improvement  
single-family housing  
multi-family housing

**Economic Development**

**Crime and Safety**

**Communications**

**Family and Social Services**

**Administrative Services**

April 1995

### NEIGHBORHOOD

Near North and Willard Hay are two neighborhoods located in the Near North Community. Usually considered by residents as one neighborhood. NNWH is bordered by West Broadway, Olsen Memorial Highway, the Mississippi River and the City limits.

Featuring some of the city's best built homes, Near North/Willard Hay is a neighborhood primarily of single family homes structures, whose age varies from the majority built in the late 1920's and early 1930's (located in the central, northern and southwestern areas) to homes built in the 1970's in the Lyn Park development in the northeastern part of the neighborhood.

A large, racially diverse neighborhood with 50 percent people of color, approximately 14,592 residents call NNWH home. And with one-fifth of the neighborhood population under the age of 19, NNWH has one of the city's highest proportions of children.

While the majority of residents are employed in a variety of employment classifications, unemployment for both teenagers and adults is high in NNWH. The unemployment rate is 21.7 percent in Near North, and 11.3 percent in Willard Hay. The median household income in Near North is \$12,461 and in Willard Hay is \$24,504. Approximately 46.5 percent of the residents in Near North live in poverty, compared with 26.9 percent in Willard Hay.

## **PLANNING PROCESS**

NNWH was selected as an NRP neighborhood in January, 1992, and began its workshop phase in late May, 1992. Two early meetings were held to develop a list of neighborhood issues and concerns. From this list, five were selected as the neighborhood's major issues, and task forces were established.

The task forces included: Communications, Physical Environment (housing), Family (social) Services, Economic Development, and Crime and Safety. A steering committee was formed from the chairs and co-chairs of the task forces and the chair of the Northside Residents Redevelopment Council Board of Directors. The steering committee guided the development of the action plan.

In the first year of planning, task force meetings were held as break-out sessions during monthly neighborhood NRP meetings. The task forces held separate meetings in the second year, as the planning work intensified. The Crime and Safety Task Force, was not established until the second planning year.

Each task force accomplished its work differently. Physical Environment broke into two sub-task forces: single-family housing and multi-family housing. Communications worked closely with block club leaders and other residents who became involved in the process through the monthly NRP meetings. Economic Development, made up of residents and local business owners, held several meetings with NRRC and MCDA staff.

Family Services held monthly meetings in the beginning, but the work was eventually completed through the coordination of the Northside Agencies, an organization made up of over 50 social service agencies working in the Northside area.

Finally, the Crime and Safety component was written by the NRRC Board of Directors Crime Prevention Task Force with assistance from the staff of NRRC.

While accomplished using different approaches, the components of this plan are unified in their totality, with each piece working to strengthen the other pieces. This was the ultimate design agreed upon by steering committee members.

## **OUTREACH**

NNWH sought to be, from the beginning, inclusive to all groups residing on the Northside. Inclusiveness proved to be quite a challenge because of the many cultural and racial groups, differences in population age, and ability of residents to get to meetings. For this purpose, NNWH used several different methods to gather information. In the first year of planning, meetings were held at Pilot City Regional Center; later they were moved to different locations throughout the neighborhood, including the PICA/HeadStart facility, New Salem Baptist Church, North Commons Community Center, and Phyllis Wheatley Community Center. In addition to the regular meetings, a consultant was hired to conduct six formal focus groups. Informal focus groups in apartment buildings and a New Salem were also convened.

A telephone hotline was established for residents to receive information as well as leave comments on possible neighborhood improvements. Billboards, donated by Naegle Outdoor, displayed the hotline number throughout the various neighborhood traffic corridors.

A crime and safety survey was distributed in August, 1993, with the results used in the formulation of the Crime and Safety chapter of the action plan. Respondents to this survey were encouraged to participate in the development of the plan.

Finally, because NNWH has a growing Southeast Asian population, special attention was given to ensure input from the community. Meetings were conducted in both Near North and also in nearby Sumner-Glenwood neighborhoods, and an organizer, fluent in Hmong, Lao, and Cambodian, was hired to conduct meetings as well as serve as interpreter at the larger meetings.

Food and child care were available at most of the larger meetings. Information was printed in English, Hmong, and also in large print to accommodate older residents.

# Physical Environment

## GENERAL IMPROVEMENT

Goal A:

*Reduce visible blight in the neighborhood by removing the deteriorated, vacant, boarded properties.*

Strategy 1:

*Identify and demolish vacant properties that cannot be rehabilitated.*

There are approximately 55 vacant and boarded properties in Near North/Willard-Hay, and, at a current growth rate of ten to fifteen units per year, the number could reach 130 properties within five years. The average demolition cost is \$10,000 per property.

Our goal is to reduce the number of vacant/boarded properties by at least 50 percent in the next five years. Some structures can be rehabilitated, but many will have to be demolished. Considering that the neighborhood contains more than 3,700 one and two unit structures, our proposal to tear down 65 structures means that only about two percent of our total would be affected. This is a reasonable replacement cycle for an older neighborhood and a prudent way of protecting the other housing stock.

### Implementation

The Housing Committee will identify properties for demolition with staff assistance from MCDA, Inspections, SAFE, and various block clubs. The Department of Inspections will carry out the removal.

**Resources:** Department of Inspections existing budget; NRP

Strategy 2:

*Identify and demolish deteriorated or fire-damaged multi-family housing.*

Small rental units (i.e. triplexes, fourplexes, etc.) go vacant and sit for two to three years before they can be acquired and demolished. The

	<u>NRP Funds</u>
Early Access	\$125,000
Year 1	\$ 25,000
Year 2	\$ 50,000
Year 3	\$ 50,000
<b>TOTAL</b>	<b>\$250,000</b>

	<u>NRP Funds</u>
<b>TOTAL</b>	<b>\$200,000</b>

City budget has a constant lack of sufficient funds to handle such properties; therefore, their treatment must wait from one budget cycle to the next.

**Implementation**

The Housing Committee will identify properties for demolition, and the Department of Inspections will carry out the removal.

**Resources:** Department of Inspections existing budget; NRP

**Goal B:**  
*Support physical improvements which enhance of expand our neighborhood quality of life.*

Strategy 1:  
*Install efficient and decorative street lighting on selected area main streets.*

	<u>NRP FUNDS</u>	<u>Matching \$</u>
Total	\$100,000	\$100,000

Some residents have expressed an interest in obtaining more efficient, more attractive street lighting on the main streets in Near North/Willard-Hay. Better lighting along these streets would deter vandalism and other undesirable behavior. Lighting along these streets would also positively impact the nearby streets by reducing the amount of late night activity.

Selected areas might include the following: Plymouth Avenue from Xerxes to Lyndale; Golden Valley Road form Xerxes to Girard; Emerson from Broadway to Plymouth Avenue; Fremont from Broadway to Plymouth; East and West streets from Emerson to Fremont; Penn from Broadway to Plymouth.

**Implementation**

The Housing Committee will work with the Department of Public Works and NSP to determine how such a lighting program might be reasonably financed.

**Resources:** Private matching dollars; NRP

Strategy 2:  
*Help rebuild the deteriorating Homewood stone markers on Plymouth Avenue and Oak Park Avenue.*

	<u>NRP FUNDS</u>	<u>Matching \$</u>
Total	\$10,000	\$10,000

The block clubs in this area have been attempting to find a way to restore the crumbling stone markers (pillars) that originally delineated the Homewood section of the neighborhood. They hope to buy needed materials and hire a stone mason to teach neighborhood residents how to restore the markers.

**Implementation**

The Housing Committee or NRRC will work with block clubs to raise needed matching funds and implement the project.

**Resources:** Private matching dollars; NRP

## SINGLE-FAMILY HOUSING

### Goal A:

***Construct new housing that is compatible with existing neighborhood architectural styles on area vacant lots.***

#### Strategy 1:

***Work with MCDA and the Greater Minneapolis Metropolitan Housing Corporation (GMMHC) to construct new units that complement and enhance our existing housing stock.***

Currently, there are approximately 70 vacant and buildable lots in the neighborhood. As indicated earlier in this plan, we will likely create an additional 65 vacant lots through selective demolition. Some of these lots may be used for side yards or to assemble larger buildable parcels, but most will be available for new housing. New homes are always a sign of vitality, as well as a strong force for sustaining and strengthening property values in older neighborhoods.

Our goal is to construct 80 new houses in the next five year period. Currently, the average subsidy is approximately \$30,000. The Housing Committee's expectation is that the subsidy amount can be reduced once new construction is underway and more buyers discover the many advantages and benefits of living in Near North/Willard Hay.

#### Implementation

The Housing Committee will work with MCDA and GMMHC to identify desirable sites and to review the proposed architectural plans. Subsidies should decrease as properties are sold.

**Resources:** Work within the MCDA existing budget; GMMHC

### Goal B:

***Rehabilitate 50-60 vacant properties over the next five years and return them to homeownership.***

#### Strategy 1:

***Identify 10-15 properties per year over five years and utilize all existing MCDA and neighborhood programs to assist with their renovation.***

Approximately 10-15 homes go into foreclosure annually. Although many of these homes have considerable deferred maintenance, most can be rehabilitated and returned to home ownership. Presently, some of these properties are acquired and rehabilitated by MCDA, some are purchased by private buyers and lastly, others are picked up by absentee landlords as rental property. The Housing Committee would like these properties to go into the hands of homeowners.

There are a variety of existing programs which address the issue of vacant homes. The MCDA operates the Rehab Incentive

<u>NRP Funds</u>	
Early Access	\$215,000
Year 1 (15 units)	\$ 85,000
Year 2 (12 units)	\$ 200,000
Year 3 (15 units)	\$ 200,000
Year 4 (15 units)	\$ 150,000
Year 5 (15 units)	\$ 150,000
<b>TOTAL</b>	<b>\$1,000,000</b>

Fund (RIF), which treats properties in need of major renovation, plus two moderate rehab programs: Home Ownership Works (HOW) and the Urban Homestead Program. Habitat for Humanity rehabs a few properties yearly, and NRRC and other nonprofit developers have rehabilitated and sold area homes.

**Implementation**

The Housing Committee will work with MCDA and block clubs to identify properties in need of treatment. They will also make recommendations concerning what programs might best fit the needs of each particular property.

**Resources:** Work within the MCDA existing budget; NRP

Strategy 2:

***Provide deferred rehabilitation loans (2nd mortgage) for 30 home buyers over five years to utilize the Purchase/Rehab loan program.***

	<u><b>NRP Funds</b></u>
Year 1 (9 loans)	\$ 75,000
Year 2 (7 loans)	\$ 50,000
Year 3 (7 loans)	\$ 50,000
Year 4 (3 loans)	\$ 25,000
Year 5 (3 loans)	\$ 25,000
<b>TOTAL</b>	<b>\$225,000</b>

Approximately 45-50 percent of the neighborhood's properties were built before 1930. They are still structurally sound, but many need modernization of kitchens, baths and mechanical systems to meet present day needs. Offering a mortgage loan which gives both acquisition funds and money for the needed rehab is one way to accomplish this.

A Purchase/Rehab loan can be used to refinance, to buy out a contract for deed, or to enter into a new purchase. When rehab is involved, the loan usually allows for financing up to a 100 percent of value of the house after the work is completed. In cases where more rehab is needed to meet code requirements, we propose a deferred

loan of up to \$8,000 a property - treated as a "second mortgage" that would go away after five years if the homeowner remains in the property.

**Implementation**

The program will be implemented by Northside Neighborhood Housing Services (NNHS). MCDA and First Bank will provide matching funds through mortgage finance programs.

**Resources:** First Bank Home Advantage Mortgage; MCDA Mortgage Financing; NRP

**Strategy 3:**

***Supplement and complete the renovation efforts already in progress through NRRC in the crossroads area of Penn Avenue and Golden Valley Road.***

	<u><b>NRP Funds</b></u>
Early Access	\$ 50,000

NRRC has been working for the past two years to solve some of the problems that have plagued both the commercial and residential interests at the crossroads of Penn Avenue and Golden Valley Road. Green space has been developed, commercial facades improved, and some housing demolished. Some additional residential properties still need to be demolished or rehabed, and other improvements need to be made to visually improve the area.

**Implementation**

NRRC will coordinate improvements in this area.

**Resources:** MCDA existing budget (acquisition and demolition); NRP

**Commitments:** \$50,000 NRP Early Access funds (COMPLETED).

Strategy 4:

***Request the Northside Neighborhood Housing Services Board to extend their service area to cover all parts of the Near North/ Willard-Hay neighborhoods.***

For the past 15 years, NNHS has provided rehab loans, home mortgages and buyer counseling for residents in all but a small portion of Near North/Willard-Hay. We have asked the NNHS to extend its service area to cover our entire NRP neighborhood project area.

**Implementation**

The Housing Committee has already made a formal request to the NNHS Board.

**Resources:** None requested.

**Commitments:** NNHS has extended the service area in connection with NRP Early Access funds (COMPLETED).

**Goal C:**

***Assist 250 homeowners in their efforts to preserve and upgrade their homes.***

Strategy 1a:

***Provide an incentive loan program through NNHS for existing homeowners to undertake needed exterior and interior repairs.***

Strategy 1b:

***Provide needed rehab loan funds for homeowners who do not qualify under existing programs identified in Strategy 1a.***

One-third of the 3,700 dwellings in Near North and Willard-Hay need exterior work. To assist these properties, the Housing Committee will consider providing a deferred loan of \$1,000 as an incentive to any homeowner (no income restriction) who takes out a rehab loan for at least \$4,000 -- resulting in a total of at least \$5,000 of improvements. The rehab loan could come from any existing MCDA loan or NRP revolving loan fund; the deferred loan would come from NRP funds.

<b><u>NRP Funds</u></b>	
Early Access	\$ 400,000
Year 1 (15 units)	\$ 400,000
Year 2 (12 units)	\$ 300,000
Year 3 (15 units)	\$ 300,000
<b>TOTAL</b>	<b>\$1,400,000</b>

In addition to the deferred loan incentives described above, we propose a loan program to assist: 1) residents whose income exceeds loan limits; 2) homeowners with little or no equity; and, 3) young residents who do not have the resources to fix up their property. Private lenders, with the exception of equity loans, do not provide rehab loans; and, although MCDA has a

variety of rehab programs, a number of Near North/Willard-Hay residents do not qualify for the current programs.

**Implementation**

The loan funds will be administered by NNHS. The Housing Committee will work with NNHS to develop guidelines and underwriting criteria.

**Resources:** Work within the MCDA existing budget; NRP.

**Commitments:** \$400,000 NRP Early Access funds.

Strategy 3:

*Assist the existing Mortgage Foreclosure Prevention Program so that it may continue its efforts of helping residents faced with foreclosure problems.*

	<u>NRP Funds</u>
Year 1	\$ 50,000
Year 2	\$ 50,000
<b>Total</b>	<b>\$100,000</b>

NRRC, with assistance from the Family Housing Fund, has successfully operated the Mortgage Foreclosure Prevention Program for three years. Although the City Council has committed some funding to keep the program operating, it expects neighborhoods to contribute some of their NRP funds. This highly effective program has prevented over 50 foreclosures in Near North Community.

**Implementation**

NRRC will continue administer the program.

**Resources:** NRP (leveraging \$750,000 from existing MCDA programs)

Strategy 4:

*Establish a Neighborhood Design Program which would provide 10-12 matching grants of up to \$2,500 for homeowners to obtain professional design assistance for substantial home improvement projects.*

	<u>NRP Funds</u>
Year 1	\$ 50,000
Year 2	\$ 50,000
<b>Total</b>	<b>\$100,000</b>

Near North/Willard-Hay is filled with numerous old beautiful homes. Many need updating to meet the demands of modern home buyers. A matching grant of up to \$2,500 for architectural design assistance is recommended for residents planning substantial renovation projects.

**Implementation**

The Housing Committee will develop guidelines, an application and evaluation process for matching grants.

**Resources:** private matching funds; NRP

## MULTI-FAMILY HOUSING

### Goal A:

***Provide loans and grants to multi-family housing owners for rehab.***

#### Strategy 1:

***Provide loans (50% deferred over 5 years) to owners of smaller multi-family housing through the NRP Rental Rehab Program -- up to 200 units over five years (depending upon unit sizes).***

Modeled after the successful HUD Rental Rehab Program, this program is designed specifically for duplex, triplex, four-plex and other small multi-family buildings up to 15 units. In order to assist with the renovation of rental units while preventing large increases in rent to tenants, fifty percent of each loan will be deferred -- 10% each year over a five year period.

#### Implementation

The program will be administered by the MCDA Home Improvement Finance Department which has administered similar HUD programs. Although criteria will be similar to the HUD counterparts, some modifications will be made to address specific neighborhood needs. Underwriting criteria and interest rates will be developed by the Housing Committee in concert with the appropriate MCDA staff.

**Resources:** Work within the MCDA existing budget; NRP

#### Strategy 2:

***Provide loans (100% deferred over 5 years) to owner-occupants, or other owners of smaller multi-family housing who live in the neighborhood, through the NRP Rental Rehab Program -- up to 50 units over five years (depending upon unit sizes).***

"Resident landlords" are defined as owners who have lived in the neighborhood for at least three years and desire to buy and manage a rental unit within a five block radius of their home. Eligible properties would need only moderate rehab.

These resident owners would be required to own the property for five years to have the loan fully deferred. Twenty percent of the loan would be deferred each year over the five year period.

#### Implementation

The program will also be administered by the MCDA Home Improvement Finance Department. The complete underwriting criteria and interest rates will be developed by the Housing Committee in concert with the appropriate MCDA staff.

**Resources:** NRP

	<u>NRP Funds</u>
Year 1	\$ 50,000
Year 2	\$ 50,000
Year 3	\$ 50,000
Year 4	\$ 50,000
Year 5	\$ 50,000
<b>TOTAL</b>	<b>\$250,000</b>

	<u>NRP Funds</u>
Year 1	\$ 50,000
Year 2	\$ 50,000
Year 3	\$ 50,000
Year 4	\$ 50,000
Year 5	\$ 50,000
<b>TOTAL</b>	<b>\$250,000</b>

**Goal B:**  
***Encourage homeownership in duplexes.***

**Strategy 1:**  
***Make 5 loans for major rehab available through the Rehab Incentive Fund (RIF)***

MCDA currently operates the RIF program which treats duplexes in need of major rehab. The program allows for a \$75,000 subsidy per property in order to provide quality rehab for these distressed units. We propose expanding this program to encourage more homeownership of duplexes. Our funds would be administered through the existing RIF program, with 2 RIF duplex rehabs each year for five years.

	<u>NRP Funds</u>
Year 1	\$ 50,000
Year 2	\$ 50,000
Year 3	\$ 50,000
Year 4	\$ 50,000
Year 5	\$ 50,000
<b>TOTAL</b>	<b>\$250,000</b>

**Implementation**

The Housing Committee will work with MCDA to implement this program.

**Resources:** Work with MCDA existing budget; NRP

**Strategy 2:**  
***Expand Equity Participation Loans (EPLs) for needy duplex purchasers***

Currently available only to single-family homeowners, EPLs are second mortgages which have no interest payments as long as the owner resides in the property. We propose allowing prospective duplex owner-occupants to work off up to \$1,500 of their down payment assistance by helping various nonprofit organizations. (i.e. NRRC, Urban League, etc.) with short-term projects. This program would be very helpful to Near North/Willard-Hay residents by reducing monthly mortgage payments.

**Implementation**

The Housing Committee will work with Family Housing Fund to implement this program.

**Resources:** \$15,000-20,000 per unit leveraged from Family Housing Fund.

**Goal C:**  
***Increase quality property management along Golden Valley Road.***

**Strategy 1:**  
***Support a community-based property management system for Golden Valley Road rental properties.***

	<u>NRP Funds</u>
<b>Total</b>	<b>\$ 75,000</b>

Community-Based Property Management (CBPM) is a unique and creative alternative to address the decay of some of our mid-sized multi-dwelling units on the Northside. Based on a successful working model currently in operation in St. Louis, Missouri, CBPM envisions all rental properties in an area being managed by one entity -- providing economies of scale for maintenance work, marketing of units, purchasing power, tenant screening and coordinated interior and exterior improvements. We also hope to add a social service component

which would help residents of these buildings take greater advantage of all the available services.

Targeted to properties along Golden Valley Road, between Girard and Xeroxes, the program would start as pilot with a few buildings and eventually expand to all the properties in the area. As an incentive to participate, building owners would be offered a initial period of free property management, as well as access to the Rental Rehab Program resources described above. NRRC has done extensive research into the ownership and problems of the multi-family housing on Golden Valley Road.

**Implementation**

The Housing Committee will work with NRRC to develop the details of this pilot program.

**Resources:** NRP

**Goal D:**

***Improve the management and exterior appearance of Plymouth Avenue Townhouses.***

Strategy 1:

***Support exterior improvements, including playgrounds, security and alley design.***

NRRC, Legacy Management and Development Corporation, and the Greater Minneapolis Metropolitan Housing Corporation recently acquired the Plymouth Avenue Townhouses and Apartments. They have ambitious plans for needed renovation, improved management and greater resident participation. The 140 units along Plymouth Avenue are one of our neighborhood's largest and most visible multi-unit projects.

	<b><u>NRP Funds</u></b>
<b>Total</b>	<b>\$ 75,000</b>

The new owners have requested NRP assistance with some badly needed improvements -- including: alley vacations and new paving behind buildings on five different blocks; green space expansion; parking lot improvements; and some new security lighting.

**Implementation**

MCDA Multi-Family Housing Department will coordinate this project.

**Resources:** NRP

# *Economic Development*

## Goal A:

*Increase opportunities for employment and small business*

### Strategy 1:

*Create a Specialized Small Business Investment Company (SSBIC) targeted to industries that will provide employment to Northside residents and utilize the maximum of "leveraged" investment dollars.*

Investments by the SSBIC are in the form of equity participation, not loans -- a reasonable rate of return is expected. Maximum investment by the SSBIC in any one venture is \$150,000. Investments can be for starting up businesses, business expansion, working capital, financial institutions (bank purchase) and financial instruments (CDs, bonds, treasury bills).

	<u>NRP Funds</u>
Early Access	\$ 60,000
Year 2	1,000,000
<b>Total</b>	<b>\$ 1,060,000</b>

To assemble the capital required by SBA to establish an SSBIC, approximately \$1 million of NRP funds will be used to leverage up to \$4 million in funds from Twin Cities banking institutions, foundations and, perhaps, other NRP neighborhoods. With SBA's contribution, the SSBIC should have about \$20 million available for targeted investments.

### Implementation

SSBIC organizational development will be coordinated by MCDA staff, NRRC and the Northside Economic Development Council, once it is established (see below).

**Resources:** various sources; NRP

**Commitments:** \$60,000 of NRP Early Access funds

### Strategy 2:

*Create a low-interest Northside Microloan Program to provide capital and technical assistance to the Northside businesses for: startups; business expansions; and, targeted categories such as high-tech, construction, environmental, and youth-oriented programs.*

Microloan programs provide small and medium-sized business with low interest loan moneys normally unavailable through conventional commercial bank lending. The Northside Microloan Program will operate as a revolving business loan pool that assists businesses through the following:

- Direct loans of up to \$3,500
- Bank guarantees of lines of credit for short term financing of up to \$10,000
- Asset-based lending with bank participation of up to \$35,00

**Implementation**

The Northside Economic Development Council will establish program guidelines in consultation with the Minneapolis Consortium of nonprofit Developers, Women's Venture, NRRC, MCDA, commercial loan officers in area banks and other organizations- operating similar programs.

**Requested Resources:** NRP funds

**Commitments:** \$100,000 of NRP Early Access funds

Strategy 3:

***Create a Northside Economic Development Council to serve as a permanent decision-making body for all activities generated by the NRP plan's economic development projects.***

The Northside community has historically been a conduit for sizable amounts of public and private investment. However, inadequate coordination and continuity has hampered the involvement of stakeholders in the economic development process. In addition, there is no concrete plan for economic development in the region or the City.

To ensure that the Northside can effectively tap into new economic development financing and tax benefits, it is necessary that a permanent body be established to implement the economic development initiatives in this NRP plan. The Northside Economic Development Council will be established to carry out coordinated planning, monitoring, management and evaluation.

The Council will have 11 to 19 members -- likely including representation from: Near North/Willard-Hay NRP Steering Committee; NRRC; Plymouth Avenue Business Association; West Broadway Business Association; African American Chamber of Commerce; The City, Inc.; First National Bank; Norwest Bank; Minneapolis Urban League; MCDA; Minneapolis Consortium of Nonprofit Developers; Pillsbury Neighborhood Services; Operation Stairstep; Operation Resurrection; North High School Career Advisory Council; Washington Avenue Jobs Park Steering Committee; and an elected official.

**Implementation**

The Council will be organized as a nonprofit corporation. NRP funds will be utilized to support the organization efforts needed during the Council's initial years of operation -- including professional staff, communications, training, operating expenses, etc. Interim

	<u>NRP Funds</u>
Early Access	\$ 100,000
Year 2	250,000
<b>Total</b>	<b>\$ 350,000</b>

	<u>NRP Funds</u>
Early Access	\$ 90,000
Year 1	15,000
Year 2	30,000
Year 3	15,000
<b>Total</b>	<b>\$ 150,000</b>

planning will be conducted by the NRP Economic Development Committee, NRRC staff and designated City staff until the Council is fully operational.

**Resources:** NRP

**Commitments:** \$90,000 NRP Early Access funds

Strategy 4:

***Assist with the development of an action plan for employment, transportation, education and training services for low-income residents in Near North Willard Hay.***

Fewer people of color have jobs compared to whites. In the entire metropolitan area, 63 percent of African American men and 58 percent of American Indian men between the ages of 16 and 63 years were working in 1990. The unemployment rate in the neighborhood is approximately 32 percent year round.

#### **Implementation**

The Northside Economic Development Council will be a partner with Northside Agencies, Inc. and other governmental and non-governmental agencies to carry out analyses that include:

- Assessment of population employment trends
- Assessment of current job placement
- Assessment of Industries represented in neighborhood employment profile
- Development of partnerships with industry representatives
- Plan for job creation for residents
- Comprehensive assessment of the total educational and training needs of residents

**Resources:** NRP (see **Family and Social Services** section -- Objective D; Strategy 1)

Strategy 5:

***Implement a multi-phase redevelopment of the Plymouth/Penn commercial area, with recapture of certain loan repayments for use by the Northside Microloan Program (see Strategy 2 above).***

Plymouth/Penn Corp., a wholly-owned subsidiary of the Northside Residents Redevelopment Council, is working with MCDA to implement the first phase of the \$1,450,000 Plymouth Plaza NRP Transition Fund project -- renovating the former King Shopping Center on Plymouth Avenue. A portion of the NRP funds used for this phase will be treated as a deferred loan - payable only if the project sells at an appreciated value. The other portion of the NRP funds will be provided to PPC as a straight loan. Proceeds from the commercial leases in the shopping center will be used to: 1) pay the incurred debt, 2) fund an operating and maintenance reserve, and 3) provide additional financial support for the Microloan Program (Strategy 2) established in this plan.

Funds for the Microloan Program will be released when the dedicated fund balance for this purpose reaches \$50,000.

**Implementation**

MCDA will work with NRRC and the Plymouth/Penn Corp. to develop and process needed contracts, establish the operating and maintenance reserve fund and the dedicated fund for the Microloan Program, and establish this fund and develop the necessary contracts to move the NRP Transition Fund dollars to approved project activities.

**Resources:** MCDA, NRP Transition Funds

# **CRIME AND SAFETY**

Goal A:

***Strengthen the relationship between the community and Minneapolis Police Department.***

Strategy 1:

***Increase beat/bike patrols in the neighborhood.***

	<u>NRP Funds</u>	<u>Mpls. Police</u>
Early Access	\$ 68,000	\$ 17,000
Year 2	51,000	34,000
Year 3	34,000	51,000
Year 4	17,000	68,000
<b>TOTAL</b>	<b>\$ 170,000</b>	<b>\$ 170,000</b>

Although actual crime decreased last year in Near North and Willard-Hay, fear of crime continues to increase. Community-oriented policing helps reduce this fear by providing an opportunity for residents to have more interaction with police patrols.

We propose assigning four police

officers to each work 10 hours/week overtime as beat/bike patrols in the neighborhood. They would patrol high traffic areas and "hot spots."

**Implementation**

Representatives of the community will meet quarterly with the patrols to discuss times and specific areas of patrols, as well as to monitor implementation.

**Resources:** Police Department (subject to Police/City Council approval); NRP

**Commitments:** \$68,000 NRP early access approval

Goal B:

***Increase neighborhood anti-crime efforts by empowering residents to take a more proactive position on crime.***

Strategy 1:

***Create a Community Organizer position to support block club organizing efforts in conjunction with CCP/SAFE.***

This Community Organizer will work to:

- Increase neighborhood anti-crime efforts.
- Coordinate with CCP/SAFE.
- Strengthen the block club network.
- Create an apartment club network.
- Identify and work to eliminate drug houses.
- Include youth in planning anti-crime efforts.
- Work with neighborhood anti-crime and drug prevention.
- Strengthen and expand Citizens Inspections Programs to inspect neighborhood residences for safety requirements.
- Assist in coordination of neighborhood activities

	<u>NRP Funds</u>
Early Access	\$ 24,500
Year 1	12,250
<b>TOTAL</b>	<b>\$ 36,750</b>

**Implementation**

NRRC will hire and provide direct supervision of this staff person.

**Resources:** Private funds; NRP

**Commitments:** \$24,500 NRP Early Access funds

Strategy 2:

***Provide mini-grants of up to \$4,000 each for block clubs and anti-crime organizations.***

To be considered for funding, mini-grant proposals must involve a minimum of five people in the development and implementation of the idea. Projects should involve people interacting over time and have a reasonable ability to secure matching funds or in-kind support. Examples of eligible activities include: personal safety workshops, security lighting, window bars, door locks, neighborhood patrols, and youth activities with a crime prevention emphasis.

	<u>NRP Funds</u>
Early Access	\$ 40,000
Year 2	30,000
Year 3	30,000
Year 4	30,000
Year 5	30,000
<b>TOTAL</b>	<b>\$160,000</b>

**Implementation**

Neighborhood representatives will work with CCP/SAFE to establish and carry out the grant distribution process.

**Resources:** CCP/SAFE; NRP

**Commitments:** \$40,000 NRP Early Access funds

Strategy 3:

***Support the Innovative Teen Intervention Project (ITIP).***

The Innovative Teen Intervention Project directly involves youth in prevention activities through an anti-drug/anti-violence curriculum developed and taught by Northside youth over the past two years at North High, Franklin Middle School, Northstar Elementary, and Plymouth Christian Youth Center.

	<u>NRP Funds</u>
Early Access	\$ 21,000
Year1	15,750
Year 2	10,500
Year 3	5,250
<b>TOTAL</b>	<b>\$ 52,500</b>

Training provided through this project will give 40-50 students, over 5 years, the opportunity to participate in a peer mentoring program.

**Implementation**

North High School and college students will be recruited to facilitate substance abuse and violent behavior awareness workshops for high school, junior high and elementary school. These students will also be involved in an anti-drug and anti-violence music video production (through Hennepin County), roundtable discussions, training sessions, and focus groups aimed at getting youth involved with promoting healthy lifestyles.

**Resources:** MN Department of Education; Minneapolis Public Schools; NRP

**Commitments:** \$21,000 NRP Early Access funds

Strategy 4:

***Obtain equipment for existing and new neighborhood patrol programs.***

This will include radios, uniform jackets and caps, etc. Neighborhood representatives will work with CCP/SAFE to determine areas of patrolling.

<b>TOTAL</b>	<b><u>NRP Funds</u></b> <b>\$ 5,000</b>
--------------	--

**Resources:** CCP/SAFE; NRP

Strategy 5:

***Operate a Citizen Inspections Program in the neighborhood.***

This program is designed to have residents perform safety inspections of the properties in their neighborhood. It will include a part-time intern position and operating expenses.

	<b><u>NRP Funds</u></b>
Year 1	18,000
Year 2	12,000
Year 3	6,000
<b>TOTAL</b>	<b>\$ 36,000</b>

**Implementation**

The intern will be responsible for assisting area inspection teams, completing necessary paperwork, maintaining proper records of inspection reports, and working with the city inspectors to coordinate specific action on problem properties.

**Resources:** Private foundations; NRP

---

# COMMUNICATIONS

## Goal A:

***Create a comprehensive 5-10 year marketing/public relations campaign, both internally and externally, to promote a positive image of Near North/Willard-Hay.***

### Strategy 1:

***Hire a public relations agency to create a long-term strategic marketing communications plan, including a media relations campaign that would include special events, publicity and advertising to improve the area's image.***

The agency will produce:

- A media information kit and display advertisements expressing neighborhood pride.
- News releases and media alerts on positive news stories, public service announcements, loan programs, special events.
- Neighborhood brochures to support housing and loan initiatives.
- Photos of beautiful housing architecture, parks and other physical attributes.

Near North/Willard-Hay deserves to have its marketing and public relations supervised by professionals with the skills and resources to make our efforts as successful as those in more affluent areas.

### **Implementation**

The agency will be supervised by an NRP Marketing Committee, including representatives from the West Broadway and Plymouth Avenue Business Associations, and it will use the aforementioned strategies to generate positive news coverage and promote a favorable image of this neighborhood metrowide.

### Strategy 2:

***Promote and expand current neighborhood festivals to bring recognition and publicity, and to show off our cohesiveness and community spirit.***

	<u><b>NRP Funds</b></u>
Year 1	\$ 25,000
Year 2	15,000
Year 3	5,000
<b>TOTAL</b>	<b>\$ 45,000</b>

These events could include Juneteenth; Urban League Family Day; a multi-cultural festival; a KMOJ or KBEM jazz festival; and/or neighborhood concerts with high school bands or local musicians.

**Implementation**

The Marketing Committee will implement this strategy.

**Resources** (Strategies 1-2): NRP

**Goal B:**  
*Foster relationships with local real-estate agents -- identifying and promoting the neighborhood's benefits, features and housing/loan programs -- to retain and recruit responsible renters, homeowners, business owners and landlords.*

Strategy 1:  
*Work with realtors to showcase Near North/Willard-Hay's beautiful, affordable homes by supporting the annual "Northside Home Buyers Open House."*

**Implementation**

The Marketing Committee will work with NRRC to implement this strategy.

**Resources:** NRP

	<u><b>NRP Funds</b></u>
Year 1	\$ 20,000
Year 2	15,000
Year 3	5,000
<b>TOTAL</b>	<b>\$ 40,000</b>

Strategy 2:  
*Create a neighborhood real estate information packet.*

Include the following:

- Neighborhood background, brochures
- Loan programs available in the area
- Parks and park programs in the area
- Names of current residents who would be willing to talk with prospective home buyers.
- School address, phone numbers and contact people.
- Listing of local businesses.
- Listing of area attributes -- such as beautiful, affordable homes; access to city parks, golf courses and miles of bike/walking/skiing trails; diverse community/cultures; convenient to downtown.

**Implementation**

The Marketing Committee will develop the information packets with NRRC.

Strategy 3:  
*Develop and support various real-estate activities focusing on the Northside.*

Such activities might include mini-home tours and walking tours of the neighborhood's architecturally significant homes -- these events could be offered as continuing education credits through the State Board of Realtors.

**Implementation**

The Marketing Committee will work with NRRC to implement this strategy.

	<b><u>NRP Funds</u></b>
Year 1	\$ 30,000
Year 2	20,000
Year 3	15,000
Year 4	5,000
Year 5	5,000
<b>TOTAL</b>	<b>\$ 75,000</b>

**Strategy 4:**

*Promote area's commercial potential and attributes.*

Such attributes include:

- Abundance of inexpensive, vacant land.
- High-traffic volume.
- Large labor pool.
- Easy access to freeways.

**Implementation**

The Marketing Committee will implement this strategy.

**Strategy 5:**

*Create and foster relationships with existing and potential business and associations.*

**Implementation**

The Marketing Committee will work with NRRC to implement this strategy.

**Resources(Strategies 2, 3,4 & 5):** NRP

# **FAMILY AND SOCIAL SERVICES**

**Goal A:**

***Enable Northside family members an opportunity to socialize, learn and grow in a positive and competitive environment.***

**Strategy 1:**

***Serve 13,000 neighborhood children by providing educational, cultural, and recreational programming that could not otherwise be provided by individual Northside agencies.***

Between 1980 and 1990 the Asian population grew by 167 percent and the African American population increased by 79 percent. Their children, many of which are first generation refugees, have a dire need for summer programming to fill an education, cultural and recreational void in their lives during the summer. Yet, dollars available to enroll children in such enriching activities have diminished in most single-parent households.

CLUB FED is a city-wide summer program offered to North Minneapolis children free of charge, enabling them to experience a multitude of such opportunities in which they would otherwise not be able to participate.

CLUB FED member agencies include: Ben Coleman Basketball Camp; City, Inc.; Camp Fire, Minnesota Rivers Council; Education Is Our Goal; Festival of Fathers; Greenwood-Lyndale Community Center; Hmong Youth Association; Jordan Area Community Council; Lao Assistance Center; Minneapolis Urban League; New Directions Youth Ministries; Nidra King Center; Oak Park Neighborhood Center; Operation Outreach; Phyllis Wheatley Community Center; Plymouth Christian Youth Center; Professional Sports Linkage; Southeast Asian Community Council; Sumner-Olson Resident Council; Unity Neighborhood Center; North Community YMCA; Ruth Hawkins YWCA: and Youth Connection/Explorer Post 2183.

**Implementation**

The CLUB FED Board of Directors will coordinate a range of summer activities for neighborhood youth and monitor this program.

**Resources:** NRP

	<b><u>NRP Funds</u></b>
Early Access	\$ 125,000
Year 1	125,000
Year 2	125,000
<b>TOTAL</b>	<b>\$ 375,000</b>

Strategy 2:

***Provide additional educational, athletic, recreational and cultural opportunities to low-income youth and their families through renovation/expansion of facilities at the City, Inc.***

Expansion/renovation of the City Inc.'s current facility to accommodate alternative classroom space and enable the agency to serve approximately 175-200 low-income youth per day through athletic leagues as well as other cultural and recreational opportunities for the youth and their families.

**Implementation**

It is estimated that the expansion will cost approximately \$700,000. NRP will provide \$400,000 for renovation/expansion costs, and The City, Inc. will raise the needed matching funds through foundation support. Technical assistance with construction management will be sought from MCDA.

	<u>NRP Funds</u>	<u>Other Sources</u>
<b>TOTAL</b>	<b>\$400,000</b>	<b>\$300,000</b>

**Resources:** Private foundations; NRP

Strategy 3:

***Increase substance abuse services available to neighborhood families through Turning Point, Inc.***

Turning Point, Inc. is the only treatment facility in North Minneapolis that serves predominantly African American men, women and children. With the planned expansion, Turning Point will increase the number of residents served by 1,100 by:

- Establishing an Outpatient Facility for the DEMAND Program
- Building a facility to house a new Residential Women's Treatment Center

	<u>NRP Funds</u>	<u>Other Sources</u>
<b>TOTAL</b>	<b>\$550,000</b>	<b>\$1,600,000</b>
*Includes \$150,000 of County NRP Funds		

Drugs, particularly crack cocaine, have plagued the Black community in recent years. Particularly among young teen mothers and their newborn babies addiction to crack has become a serious problem. Turning Point is committed to treating members of Near North/Willard-Hay neighborhood to reverse the current tragic cycle of chemical abuse/addiction and eventual death.

**Implementation**

Hennepin County will work with Turning Point to carry out its facilities expansion and enable it to expand its social services to the community. All NRP funds for Turning Point's service expansion project will be expended through Hennepin County. MCDA will provide technical assistance with site assembly and construction management.

**Resources:** Hennepin County (\$550,000 to Turning Point, including \$150,000 of County NRP \$); Private Foundations (\$1,000,000 has been committed from various sources including the Mc Knight Foundation, Bush Foundation, General Mills Foundation, Jay & Rose Phillips Family, and a host of smaller contributors -- an additional \$453,000 in requests are pending); NRP (\$400,000 to Hennepin County)

Strategy 4:

***Expand human service programs available to neighborhood residents through the Pilot City Regional Center.***

<u>NRP Funds</u>	
<b>TOTAL</b>	<b>\$ 400,000</b>
<b>* \$400,000 of County NRP funds proposed</b>	

A new medical/mental health is currently under construction, however, the Regional Center will not receive money for enhancing programs which remain in the regional center facility. To facilitate the expansion of various center programs, we request NRP assistance to:

- Conduct a needs assessment and statistical profile of clients
- Strengthen and expand the current PCRC housing/financial counseling services (housing counselor, housing advocate); employment services (employment counselor); and holistic family counseling (counselor, training, teen outreach services)
- Expand the current drop-in nursery space (including the Parental "Time-Out" Center and the Child Care Resource Alternative Program)
- Increase community communications (including a communications specialist and a newsletter)
- Increase availability of transportation to health care facilities for residents who are in need
- Upgrade the Center's Management Information Systems (MIS)

**Implementation**

Pilot City Regional Center will work with Hennepin County and NRP to determine which of the above activities are most appropriate for County NRP funding.

**Resources:** Hennepin County (\$400,000 of County NRP \$ proposed); NRP

**Goal B:**

***Increase the quality and availability of child care and other children's services for neighborhood residents.***

Strategy 1:

***Expand current Northside Child Development Center (NSCDC) day care facilities to better serve existing day care children and families.***

<u>NRP Funds</u>	
<b>TOTAL</b>	<b>\$ 200,000</b>

NSCDC plans to offer child care, developmental learning, school readiness, and early childhood intervention to at-risk children in an expanded building.

Expansion of the current facilities would enable the following:

- Expanded storage space
- Adequate threatening weather safety shelter
- Parent education, meeting, community support group space
- Community conference rooms
- On-site mini health clinic.

**Implementation**

Northside Child Development Center will raise needed matching funds and implement the project with financial assistance from NRP and technical assistance (e.g. construction management) from MCDA.

**Resources:** Foundation and other private matching funds; NRP

Strategy 2:

***Expand the current Seed Academy program through renovation of the former Metro Center Nursing Home.***

There has been a long waiting space of parents who desire to enroll their children in the Seed Academy; therefore, the Seed Academy sought funds to renovate a building to accommodate the demand.

This project involves renovation of the former Metro Center Nursing Home. Expansion will enable Seed Academy to add 15 additional classrooms, a dining area, and additional human support for administration of the school.

	<b><u>NRP Funds</u></b>
<b>Early Access</b>	<b>\$ 200,000</b>

**Implementation**

The Seed Academy has raised needed private funds, and it is implementing this capital expansion with financial assistance from NRP and technical assistance from MCDA's Interim Property Management division.

**Resources:** Private funds; NRP

**Commitments:** \$200,000 NRP Early Access funds (COMPLETED)

Strategy 3:

***Expand Parents In Community Action (PICA) services and facility in order to serve more Northside residents.***

PICA/Head Start currently serves North Minneapolis children at the new Fraser Early Childhood Family Development Center. This center houses the following:

- PICA administrative offices
- Head Start
- Way to Grow
- Mary T. Wellcome Child Development Center
- Public health and medical/dental services
- Minneapolis Public School services

	<b><u>NRP Funds</u></b>
<b>TOTAL</b>	<b>\$ 100,000</b>

PICA/Head Start will continue to provide comprehensive early childhood and family development services that empower children and families to reach their full potential. With the addition of the new Fraser Center, PICA/Head Start now supports parents in defining their needs and programs, promote community change that values children and families; and develop partnerships with parents, private and corporate sectors.

Yet, North Minneapolis needs another head start facility as soon as possible -- Hennepin County eligibility statistics reveal that there are an estimated 2002 Head/Start-eligible children in the Near North area.

**Implementation**

Parents in Community Action, Inc. (PICA) will utilize NRP funds to conduct necessary feasibility analyses for a new Head Start facility and provide seed funds for acquisition/rehabilitation of an appropriate facility.

**Resources:** State of Minnesota; private foundations (possibly General Mills); NRP

**Goal D:**

***Establish collaborative planning efforts among various nonprofit and governmental agencies to improve public transportation, community education and employment services in Near North/Willard-Hay.***

Strategy 1:

***Northside Agencies, Inc. will form an executive planning committee that includes representatives from appropriate governmental and non-governmental agencies to develop an action plan for employment, transportation, education and training services for low-income residents in Near North Willard Hay.***

	<u>NRP Funds</u>
Year 1	\$ 50,000
Year 2	\$100,000
<b>Total</b>	<b>\$150,000</b>

Fewer people of color have jobs compared to whites. In the entire metropolitan area, 63 percent of African American men and 58 percent of American Indian men between the ages of 16 and 63 years were working in 1990. The unemployment rate in the neighborhood is approximately 32 percent year round. The Action Plan must include the following:

- Assessment of population employment trends
- Assessment of current job placement
- Assessment of Industries represented in neighborhood employment profile
- Development of partnerships with industry representatives
- Plan for job creation for residents
- Networking with Northside Economic Development Council

Near North/Willard Hay has a high concentration of people of color with special educational needs. The needs of the population extend to all age groups. For example, less than 49 percent of Asians 25 and older have completed high school. The action plan must include the following:

- Comprehensive assessment of the total educational and training needs of residents
- Partnerships on both the front and back end of the educational process
- Partnerships with secondary and post-secondary educational institutions and neighborhood community agencies
- Assessment of community capital and programmatic educational needs

**Implementation**

The following agencies will be approached to collaborate on this planning effort: Minneapolis Planning Department, Public Works Division of Transportation and Special

Projects, Minneapolis Public Schools Community Ed, Minneapolis Employment and Training Program, Hennepin County Training and Employment Assistance, Minnesota Department of Economic Security, Northside Economic Development Council, Northside Residents Redevelopment Council, and member agencies of the Northside Agencies, Inc.

Northside Agencies, Inc. is establishing an executive planning committee to identify and coordinate the studies needed to develop this action plan -- the committee will include representatives from Planning, Community Ed, the Department of Economic Security, NRRC and Northside Agencies. Northside Agencies board will approve recommendations by this committee; and the Minneapolis Planning Department will administer the approved planning efforts -- including any necessary subcontracts with third-party research firms.

**Resources:** Various governmental and non-governmental agencies (see above); NRP

# *Administrative Services*

**Goal A:**

***Assure that there is adequate neighborhood-level, administrative support to implement all components of the Near North/Willard-Hay Action Plan.***

**Strategy 1:**

***Northside Residents Redevelopment Council (NRRC) will provide administrative support , as needed, during the first three years of plan implementation.***

Support activities will include the following:

- Continue to survey the neighborhood identifying boarded and vacant properties and monitoring the process of their removal.
- work with neighborhood Block Clubs to identify where to install decorative street lighting within the neighborhood and coordinate efforts to raise the needed matching funds.
- Coordinate with the MCDA and GMMHC as to the location and style of new single family homes to be

	<u><b>NRP Funds</b></u>
<b>Year 1</b>	<b>\$ 30,000</b>
<b>Year 2</b>	<b>\$20,000</b>
<b>Year 3</b>	<b>\$10,000</b>
<b>Total</b>	<b>\$60,000</b>

built in the neighborhood.

- Identify homes within the neighborhood that would qualify for rehab under the NRP Rehab program.
- Identify duplexes that may fit into the duplex rehab program.
- Continue to coordinate efforts for the creation of unique and creative alternatives to address the decay of high concentration of rental units located along Golden Valley Road.
- Assist in the development of the early stages of the Communication plan. This will include the hiring of an ad agency or working with the City's Public Affairs department to produce a marketing and public relations strategy.
- Implement the Northside Home Buyers Open House to showcase the beautiful homes located on the Northside.
- Create a neighborhood real-estate information packet.
- Continue to work on City wide events that highlight neighborhood amenities.

**Resources:** Northside Residents Redevelopment Council (NRRC); NRP