



**NORTH***force*

December 9, 2008

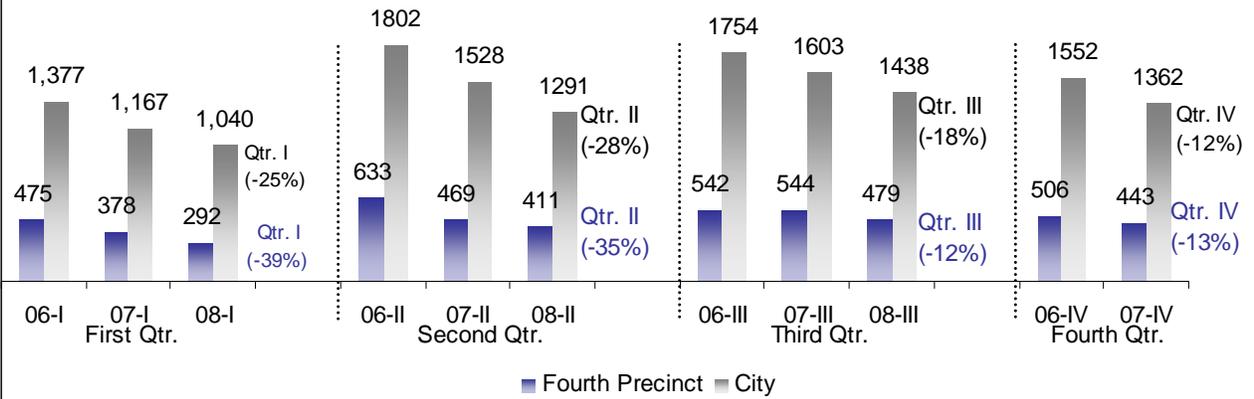
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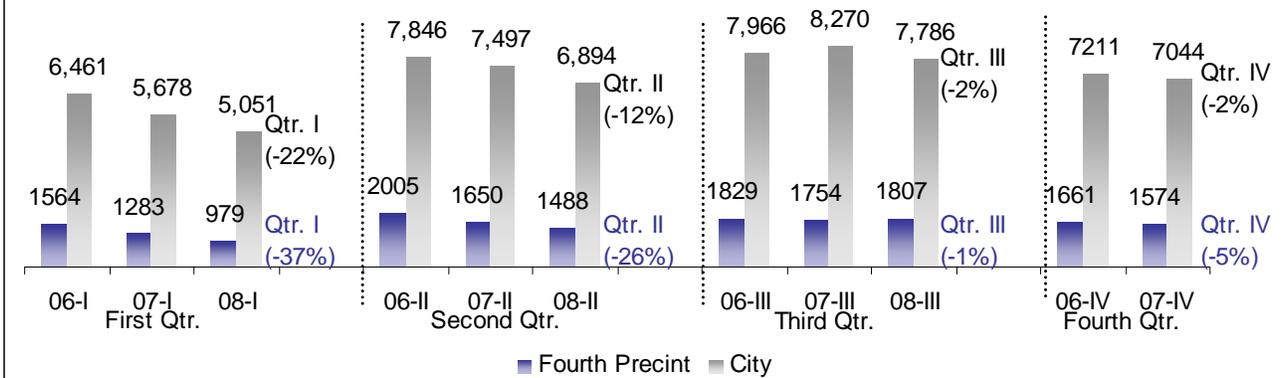
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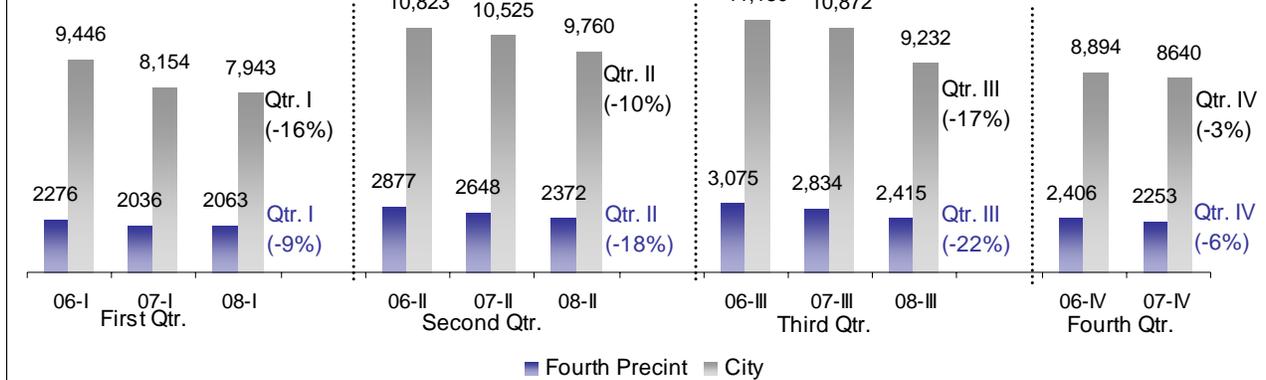
**Violent Crime by Comparative Quarters for the Fourth Precinct and the City  
(percent drop from 2006)**



**Part I crime by Comparative Quarters for the Fourth Precinct and City  
(percent drop from 2006)**



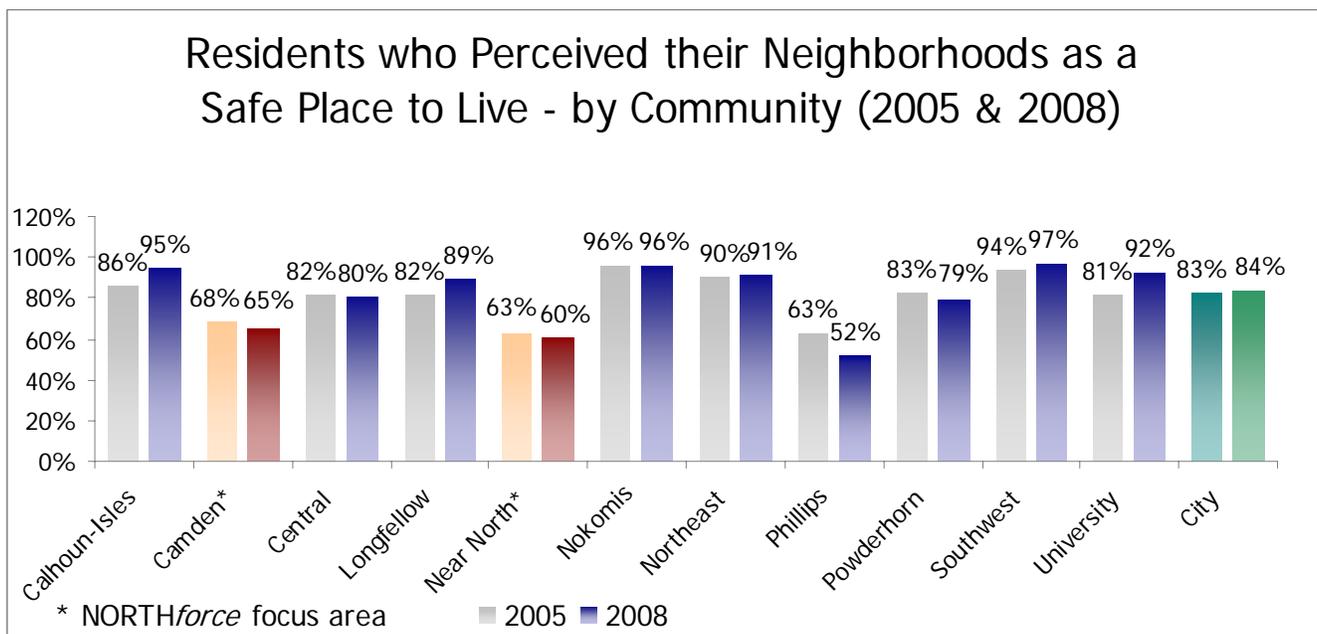
**Part II Crime by Comparative Quarters for the Fourth Precinct and City  
(percent drop from 2006)**

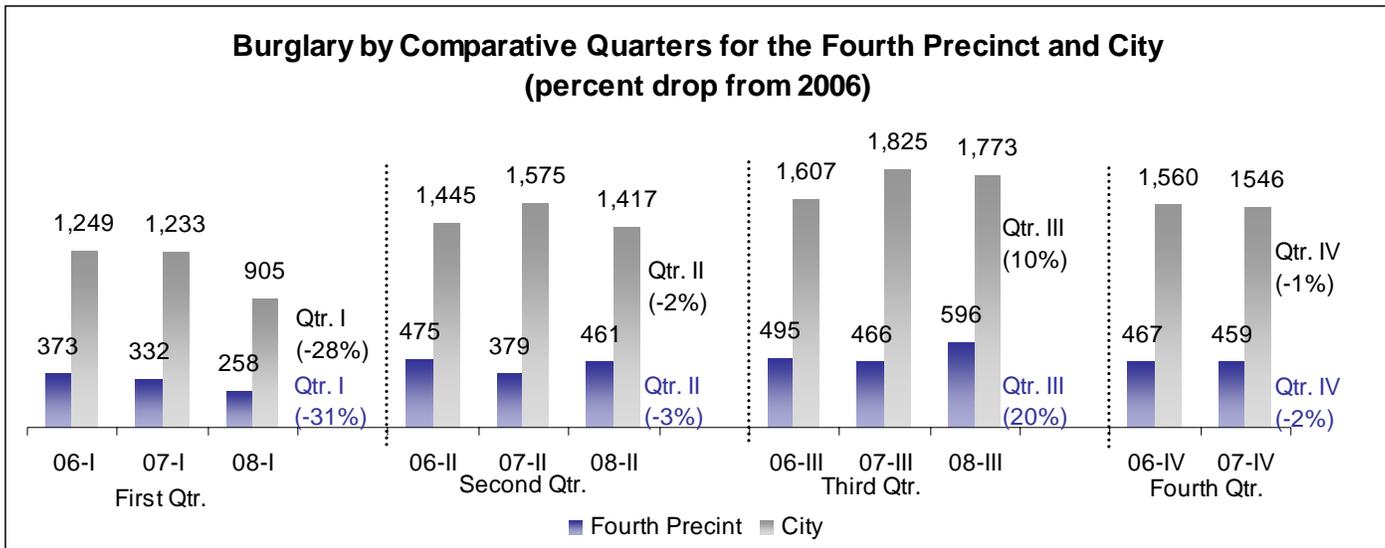


## Why are these measures important?

The three charts on the previous page compare changes in Part I crimes for a three-year period of time. Part 1 crimes are the eight most serious crimes including Homicide, Rape, Aggravated Assault, Burglary, Robbery, Auto Theft, Theft, and Arson. All major cities report these measures to the FBI.

**What will it take to achieve the target?** The MPD uses up-to-date crime data to target the assignments of police officers and other law enforcement and community resources according to the greatest need.





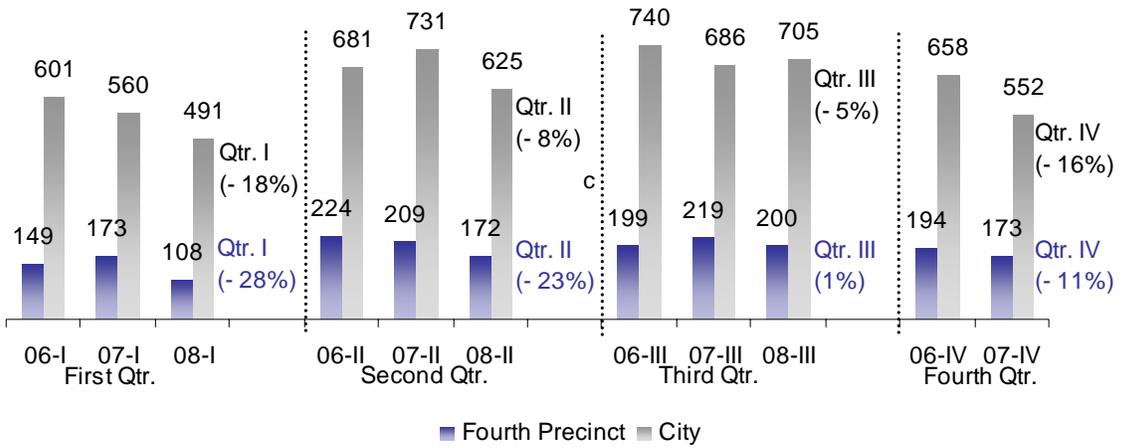
### Why is this measure important?

Each police precinct collaborates with each neighborhood in their area to develop a Neighborhood Policing Plan. In the neighborhoods represented by NORTHforce, burglary was identified by nearly every one as the priority crime to reduce.

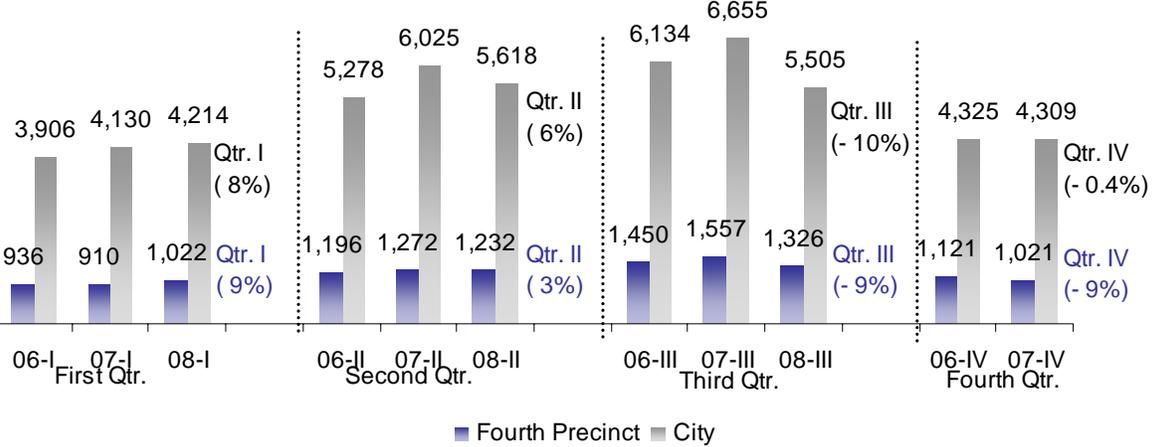
### What will it take to achieve the target?

By analyzing up-to-date crime information police precinct staff are able to focus their patrol activity where it is most needed. In addition, working with Community Crime Prevention/SAFE block clubs, crime alerts and other information can be circulated rapidly. Neighbors are asked to keep a watch on vacant and boarded properties so they do not provide an attractive nuisance and to provide community impact statements when arrest are made.

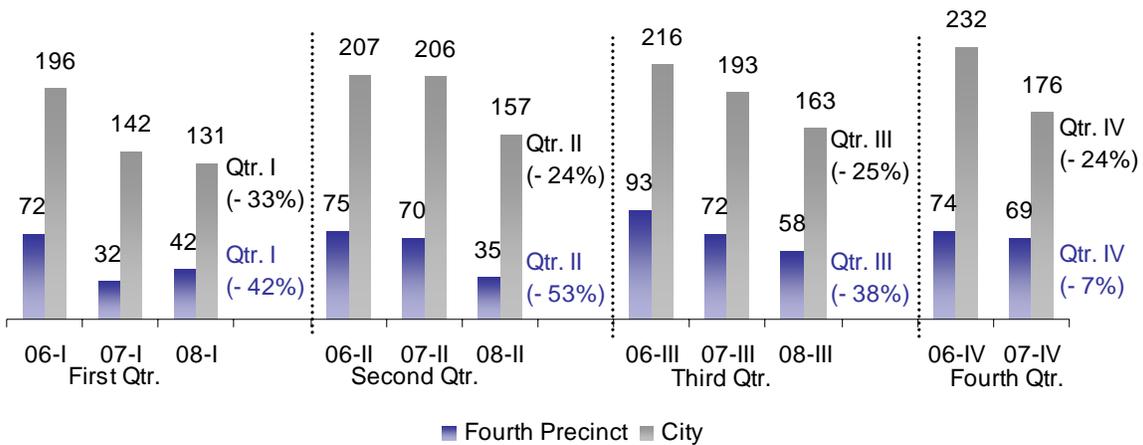
**Part I Adult Arrests by Comparative Quarters for the Fourth Precinct and City (Percent drop from 2006)**

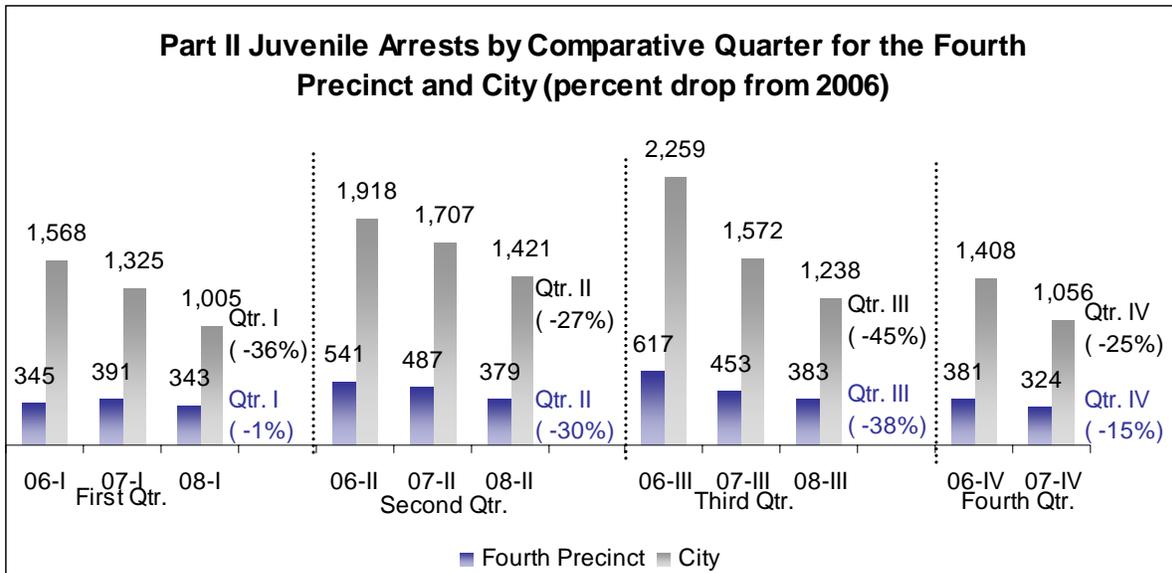


**Part II Adult Arrests by Comparative Quarter for the Fourth Precinct and City (percent drop from 2006)**



**Part I Juvenile Arrests by Comparative Quarters for the Fourth Precinct and City (percent drop from 2006)**

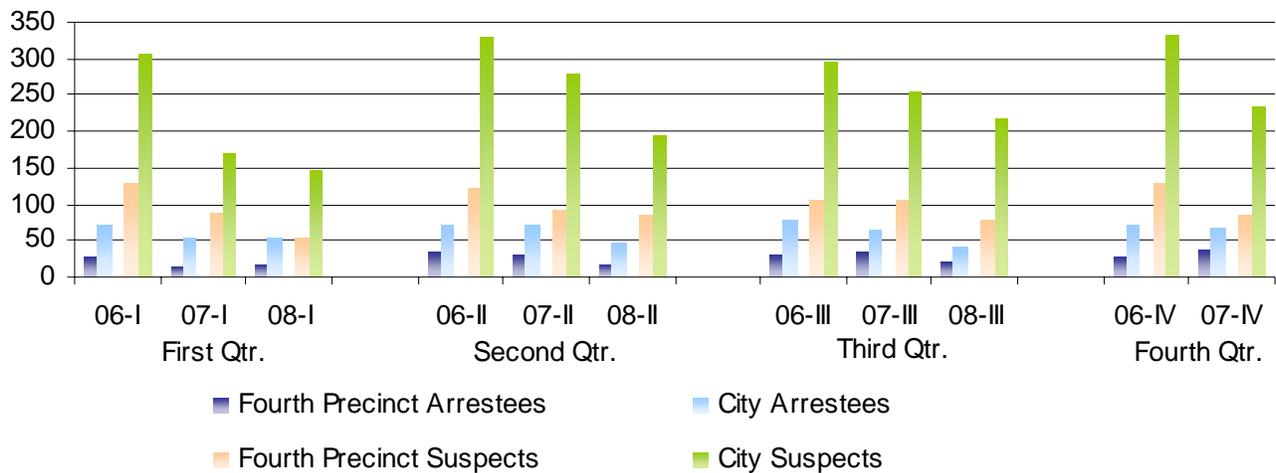




**Why are these measures important?** The previous four charts compare the numbers of adults and juveniles arrested for Part I and Part II crimes for a three year period of time. Part II crimes include Simple Assault, Vandalism, Weapons, Prostitution, Sex Offenses, Narcotics and DWI. While these are less violent than Part 1 crimes, they have a tremendous impact on livability. These numbers represent a nuisance, eyesore, or gateway to violent crime.

**What will it take to achieve the target?** There needs to be a continued focus on chronic offenders, and work with community prosecutors and judges to ensure people are sentenced to jail time. Community impact statements which are written by neighborhood residents go a long way to explaining to a judge how a seemingly minor crime can disrupt everyday life.

### Juveniles Involved as Either Violent Crime Arrestees or Suspects for the 4th Precinct and the City by Comparable Quarter



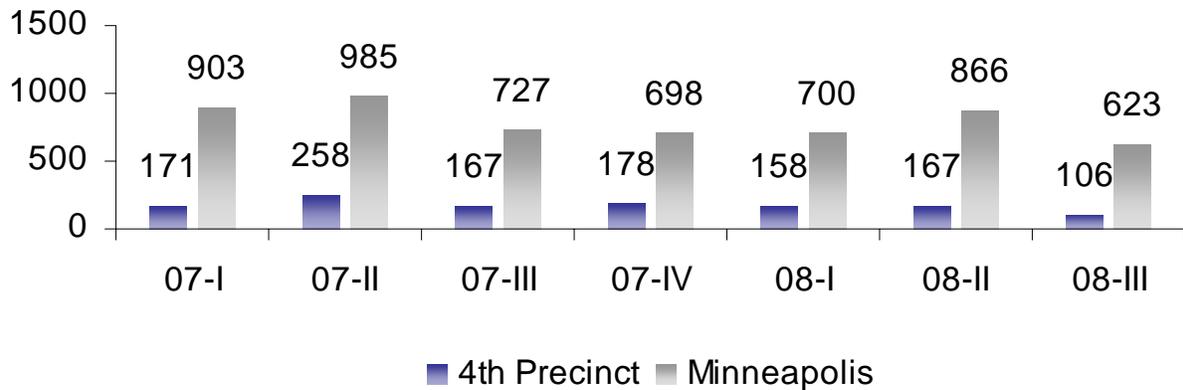
### Why is this measure important?

Since juvenile offenders will likely become adult offenders, it is critical to have social or criminal justice interventions at the earliest point possible.

### What will it take to achieve the target?

Juvenile crime has dropped over the past two years, as a result of the city's focused efforts on juveniles. Reinstating the Juvenile Unit in 2007 has already yielded many results towards lowering juvenile crime. This fall the Minneapolis Public Schools awarded a five year contract for School Resources Officers to the department. This new effort will provide increased opportunity to work with juveniles in constructive activities. Partnerships with other agencies, PAL and other social agency efforts will also help achieve the target.

## Youth Taken to the Juvenile Supervision Center for Curfew, Truancy and Other Violations

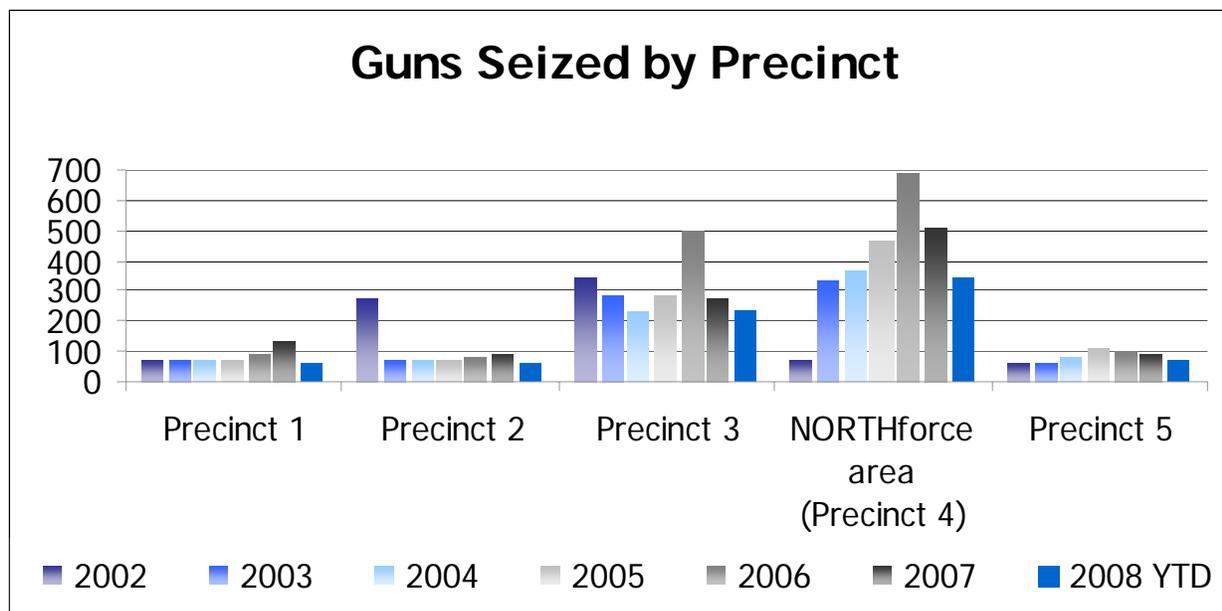


### Why is this measure important?

Curfew and truancy arrests are important because they help ensure juveniles are not on the street and potentially in danger. Curfew and truancy arrests also reduce the opportunity for a juvenile to commit a crime because they are taken home.

### What will it take to achieve the target?

An ongoing focus by precinct officers is necessary to prevent curfew violations and to make sure juveniles are in school. Those caught violating are taken to the Juvenile Supervision Center for the most appropriate intervention.

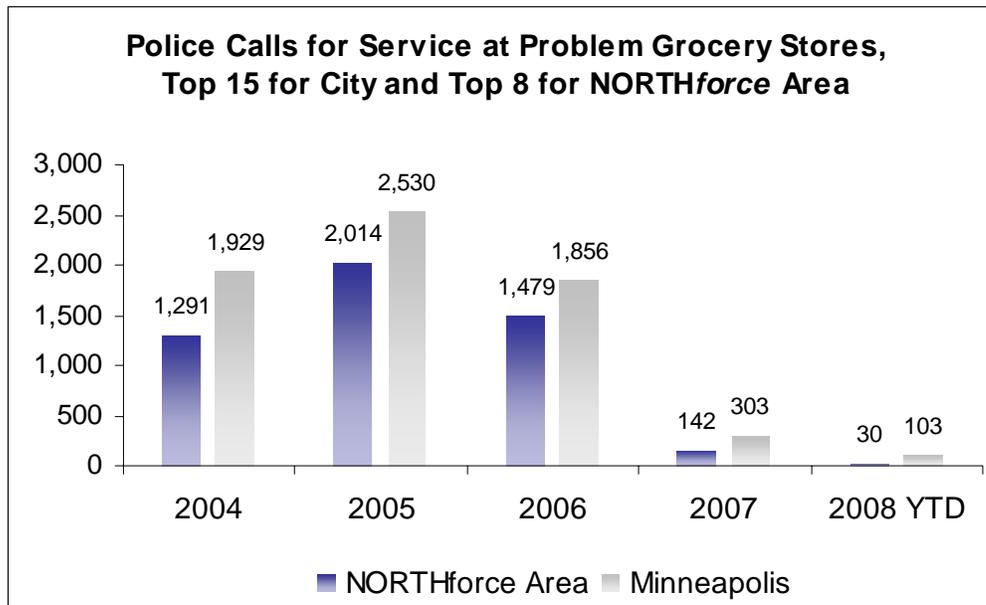


#### **Why is this measure important?**

Regardless of the number of guns on the street, this measure indicates officers are increasingly using patrol tactics to seize more illegal guns from the street. This is significant as guns are a primary weapon used in many homicides, robberies and aggravated assaults. Additionally, many of the people who are carrying the guns are felons, and arresting them with a gun in their possession carries an automatic federal prison sentence.

#### **What will it take to achieve the target?**

Collaboration is necessary to significantly reduce the number of guns on the street. Minneapolis police officers work with the Federal Bureau of Alcohol, Tobacco and Firearms (ATF), and are charging a record number of possession cases, as well as providing a summary on seized guns which shows where a gun purchase originated, and every person who has been known to possess the gun. The Violent Offender Task Force (VOTF) is targeting the most dangerous criminals, and taking many guns and large drug quantities off the streets through short and long-term investigations.



### Why is this measurement important?

As regulators, the License Division has encountered a phenomenon among several grocery stores where owners are not operating at required standards, thereby posing a risk to the safety, health, and livability of the neighborhood. It is important to measure our effectiveness, in partnership with other City departments, to eliminate the behaviors contributing to these issues and holding owners accountable for their business practices.

### What will it take to achieve the targets?

Targets:

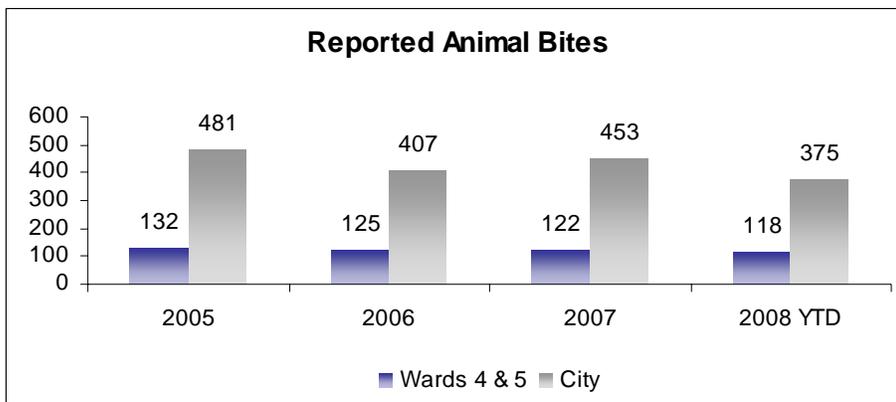
- Reduce crime / 911 calls by 10% annually.
- Reduce nuisance issues / citations in neighborhoods.

**Partnerships.** In addition to working closely with neighborhood leaders and City policymakers, the most effective partnership established is the Grocery Store Task Force. This cross-departmental collaborative team reviews data such as police calls and enforcement actions, prioritizes establishments based on criminal activity, and develops action plans to eliminate behaviors, improve operating standards, or take adverse license actions, up to and including revoking licenses.

**Systems.** Access to timely police data is critical for the effectiveness of the Grocery Store Task Force. Data is used to access current and up-and-coming issues, development of implementation plans, and evaluation of progress and effectiveness throughout the process. One of the clearest and simplest measurements of success is the reduction of police calls. Recently, the Minneapolis Property Information System has sometimes supplied unreliable data regarding police calls-for-service and thus the date displayed cannot be guaranteed as accurate.

**Regulatory Enforcement.** Based on the department's core values, safety, health, livability and accountability, field work and progressive documentation are extremely important tools to meeting our responsibilities in the community. This includes both the work of license inspectors and a strong working relationship with the City Attorney's Office to help advise us on options and sound legal actions.

It is our intent to continue to work collaboratively with our partners, the business owners, and the neighborhoods, evaluate the impact of our actions and make continual improvements to our processes, and exercise the legal authority we have to hold these business owners accountable and make Minneapolis a safer place to call home.



### Why is this measure important?

Incidents from the past year demonstrate why regulating dangerous animals is so important. In 2007, a child lost his life due to a dangerous dog attack and there were several high profile dog attacks. Dangerous dogs are possible indicators of underlying criminal activity occurring in a household--such as gangs, drugs, and domestic violence. Dangerous dogs are often used for protection, intimidation and gambling (dog fighting). They contribute to the culture of violence in neighborhoods. These dogs are often abused, unsocialized, and unpredictable which makes them a serious threat to the physical safety of the residents of the communities in which they live.

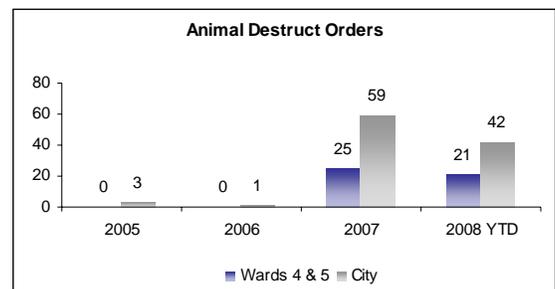
In 2008, Animal Control will reassess the performance measures for dangerous animal activity in Minneapolis. Staff believes that the number of animal bites reported to Animal Control each year will not decrease significantly - where animals and humans coexist there will be bites. In addition, Animal Control wants to ensure that all bites are reported to Animal Control; a reduction in reported bites may not indicate that there are less bites but that less people are reporting them.

A better measurement for gauging dangerous animal activity is a reduction in serious/severe biting incidents. This measurement could be accomplished by tracking the number of dangerous dog declarations and destruct orders issued as a percentage of the total number of reported bites.

Additionally, one area of dangerous animal regulation is not being captured. Many dogs that have bitten severely are 'owner released' immediately to Animal Control and, therefore, do not require a declaration nor destruct order. Any dog that has bitten and been owner released to Animal Control is not adoptable nor placed with an outside agency or rescue group; these dogs are euthanized. Staff is developing a system to capture this information to track the number of dogs owner released and euthanized for serious bites.

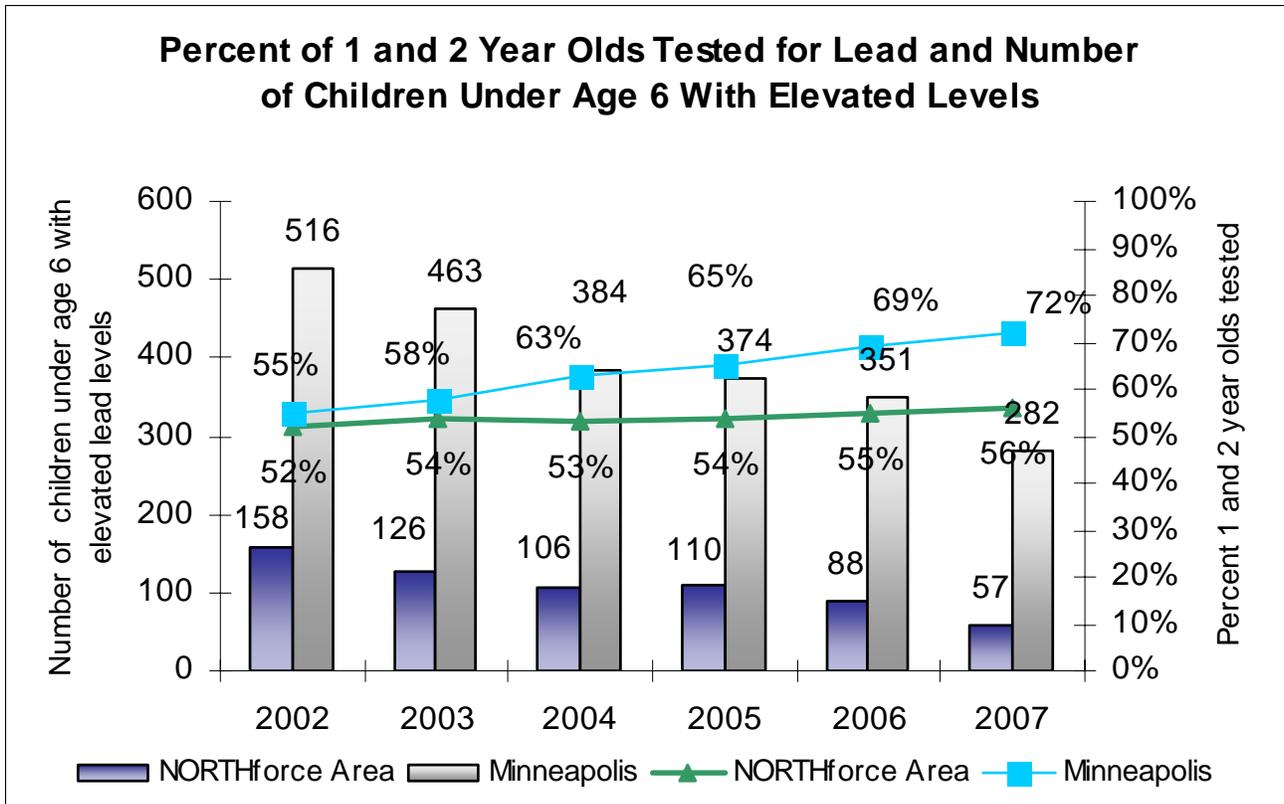
Tracking these three activities (dangerous dog declarations, destruct orders and owner released euthanizations due to bites) in relationship to the total number of reported bites will offer a more precise and accurate portrait of the dangerous animal activity in Minneapolis.

*\* Note for destruct order chart: The number of destruct orders is significantly higher than previous years for two primary reasons: 1) revision of Chapter 64 – Dangerous Animal amendments in 2006, which imposed significant fees and fines for compliance, and 2) follow-up on unaccounted for dangerous animals dating back to 2004. We will likely see a continuance in the elevated number of destruct orders for 2008 because we will be issuing orders for all animals ever declared dangerous or potentially dangerous in the city. 2009 will serve as the ideal baseline in moving forward.*



### What will it take to achieve this target?

- Diligent follow-up of all bite reports
- Impoundment of all animals inflicting a serious bite
- Aggressive enforcement of dangerous animal and dog fighting ordinances and statutes.
- Tools to identify potentially dangerous animals BEFORE they bite (seizure of unlicensed dogs, restrictions on violent offender ownership)
- Create a pilot collaboration project with the 4th Minneapolis Police Precinct and neighborhood residents to identify and seize dangerous animals and animals used in dog fighting.
- Foot patrols by animal control with police officers in high crime neighborhoods
- Regular and rigorous follow-up with dangerous animals
- Educational contacts with schools to 1) teach children about animal safety and 2) debunk the mystique that owning a dangerous dog is "cool"

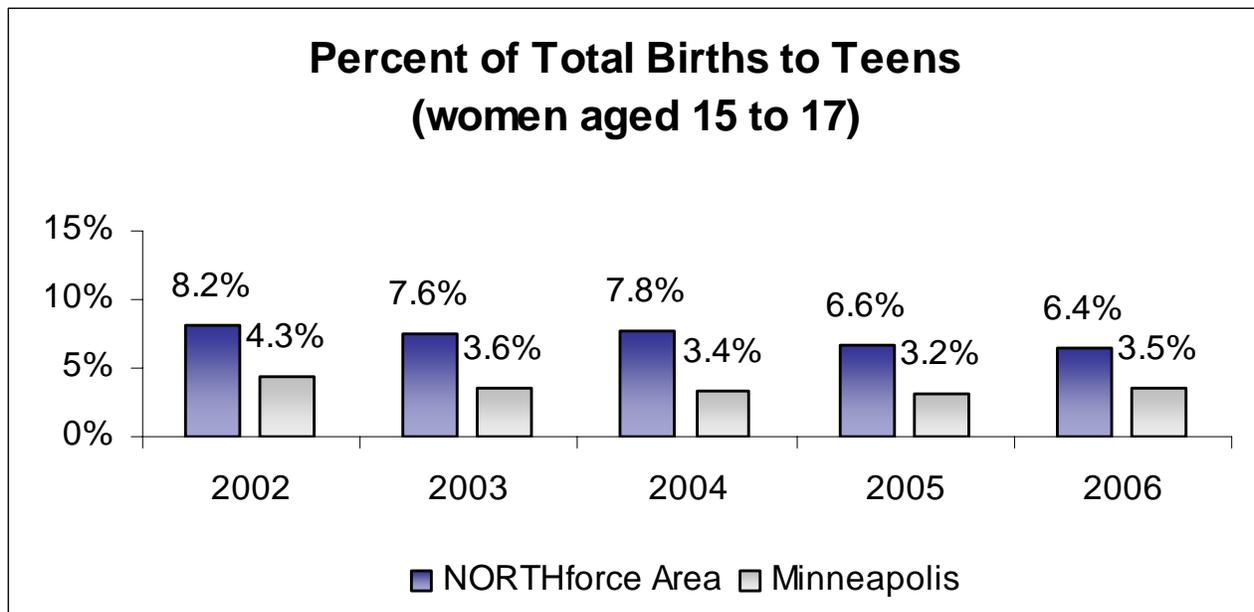


**Why is this measure important?**

An elevated blood lead level in a child has significant and irreversible impacts, including learning disabilities, decreased IQ, decreased growth, hyperactivity, hearing impairment, brain damage and, at very high levels, death.

**What will it take to achieve the targets?**

Reaching the screening target requires coordinated efforts with clinical providers, health plans, community-based organizations, and the state health department, as well as the availability of community resources to address lead hazards once elevated lead levels are detected. New NORTHforce Area venues and partners have been identified to be included in 2009 education, outreach and testing activities. Eliminating lead poisoning requires broad-based community and government efforts to remediate lead hazards in homes prior to poisonings occurring. NORTHforce Area is one target community for local remediation grant funding.

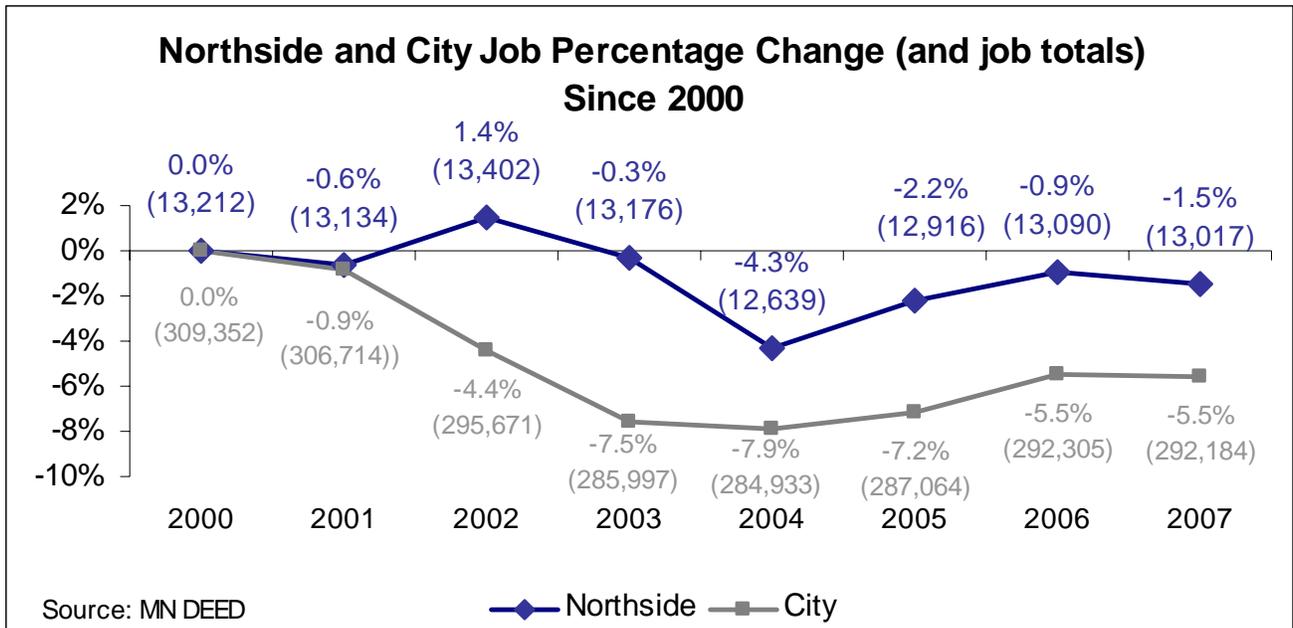


**Why is this measure important?**

Having a child during adolescence increases the likelihood that a mother will not complete high school and that her children will be raised in poverty. Children born to teen mothers are much more likely to exhibit behavioral problems than children of older mothers.

**What will it take to achieve the targets?**

Teens who value education, are involved in school and community activities, and believe in the possibility of a bright future are less likely to engage in sexual relationships at a young age, and are more careful about using contraception when they initiate sexual activity. To reduce teen pregnancy, it is essential that young people receive accurate information about reproductive health and have access to confidential medical care. To reduce repeat births to teen mothers and keep them in school, child care and other support services are essential.



**Why is this measure important?**

Job growth is considered a good indicator of the overall health of the economy and the business cycle. One of the goals of CPED is to promote private sector investment to build a healthy economy with good jobs.

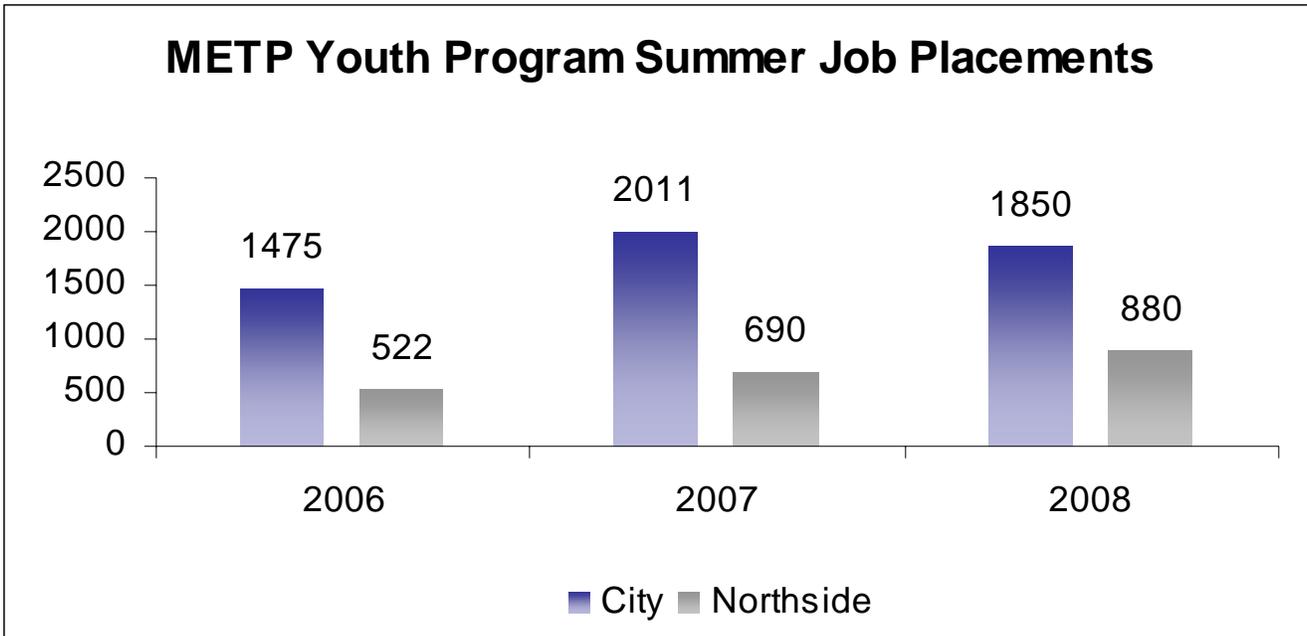
**What will it take to achieve this goal?**

CPED expects to achieve this goal in northside and citywide by encouraging existing businesses to expand and by attracting new businesses that will grow jobs.

CPED works in a number of ways to grow jobs in industrial districts such as Humboldt and Upper River industrial areas, and North Washington Jobs Park, all of them located in the northside.

CPED also works to strengthen commercial corridors (Broadway corridor) and commercial nodes including 44th and Penn, Penn and Lowry, Penn and Plymouth, Lowry and Emerson, 42nd and Fremont and others in the northside.

Some of the activities that support business, entrepreneurship and job growth in North Minneapolis and throughout the city include favorable-rate financing for real estate development and business investment, technical assistance to entrepreneurs, site selection assistance and selling City-owned property for redevelopment.



### Why is this measure important?

Summer employment opportunities for Minneapolis youth are a key component of their future workforce success. Through METP's summer work opportunities Minneapolis youth gain life changing experiences that build confidence, skills and knowledge.

### What will it take to achieve the targets?

METP achieves its goals to serve Minneapolis youth in a variety of ways, through partnerships with the Minneapolis Public Schools, community-based non-profits, business and education leaders and many others. Through these partnerships we can achieve our target and assist Minneapolis youth in gaining access to valuable summer employment.

## Power of You (Minneapolis Promise)

Minneapolis High School Graduates  
Attending MCTC, St. Paul College or  
Metro State:

2006-2008 Minneapolis total = 652  
2006-2008 North Minneapolis total = 164

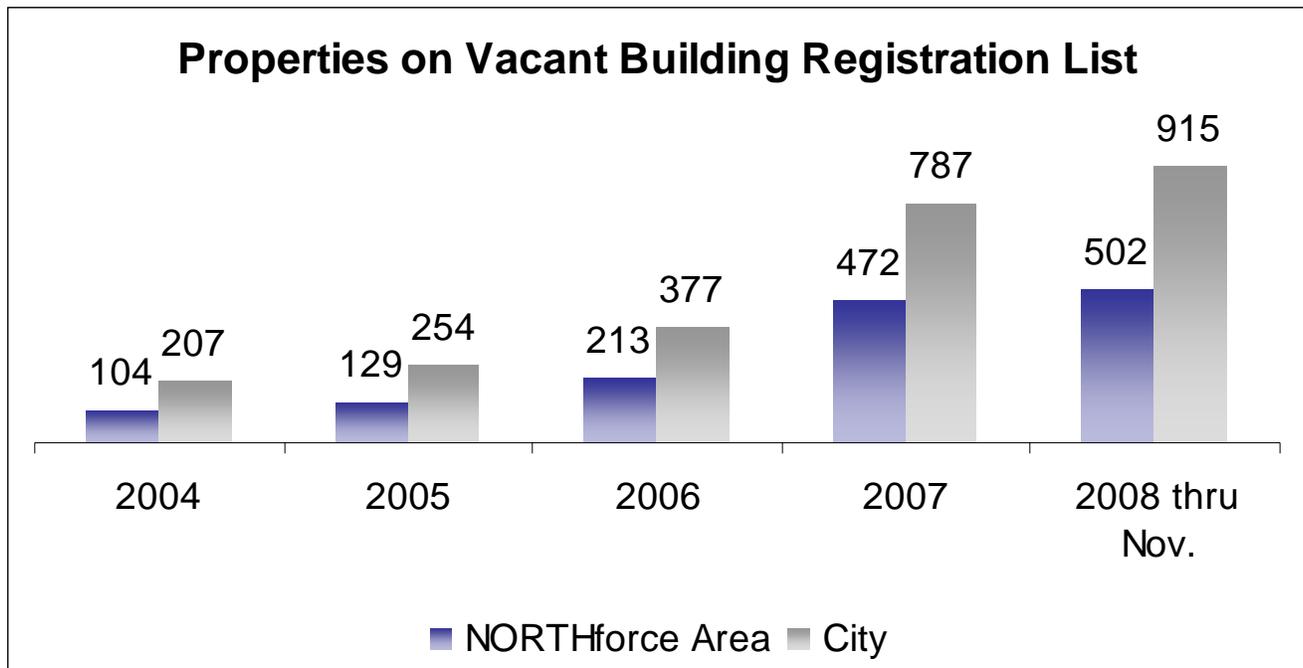
Notes: Annual data not available. Data as of July 2008.

### **Why is this measure important?**

The **Power of YOU program** provides two years of college tuition free for qualifying Minneapolis and Saint Paul high school graduates, who are also residents of either city. Participating colleges are; MCTC, Saint Paul College and Metropolitan State University. **The University of Minnesota Founders Free Tuition program** combines federal, state and University grants to cover 100% of tuition and fees for eligible students. Three-hundred and twenty additional Minneapolis high school graduates participated in this program in 2006 and 2007.

### **What will it take to make progress?**

During the third year of this five-year demonstration project, it is obvious that the project is committed to continued growth. Key to this is legislative change that provides two years of higher education for free, continued private sector, community and public support, as well as growth in the area of recruitment efforts. Other areas to consider are; strengthening relationships with high schools and providing more help to students with personal issues and living expense needs. Finally, addressing the inadequate preparation for college challenge that was exposed as well as the decline in participant academic performance following first term must be addressed.



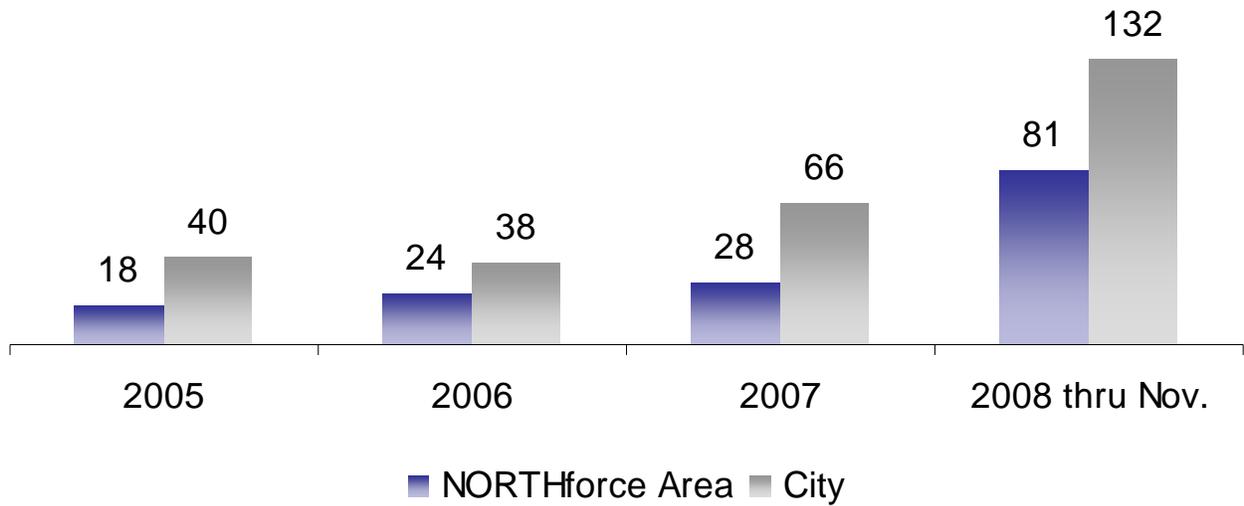
**Why is this measure important?**

The longer a building remains in the City’s Vacant Building Registration program, the more likely it is to experience serious decline such as copper theft, fire and generally disrepair. This will result in more costly repairs to properly rehabilitate in the future. To maintain a standard of quality housing stock, it is in the best interest of everyone to work collectively to move the property back into the housing market as fast as possible and remove the blighting influence.

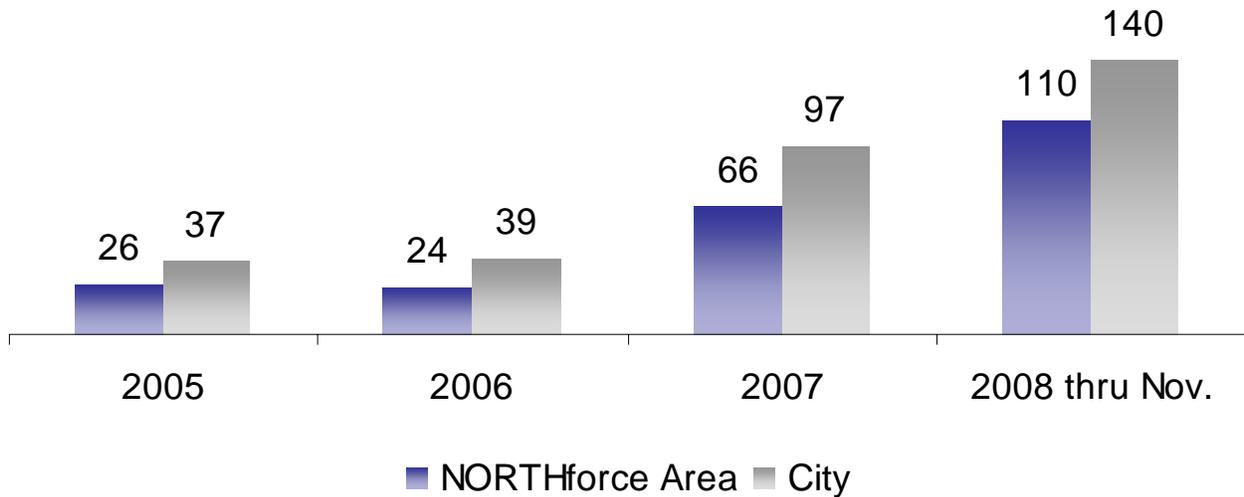
**What will it take to address the changes?**

The City has increased the VBR fee from \$2000 annually to \$6000. To minimize the economic impact and provide an incentive for rehabilitation, the City also adopted a “waiver” provision which permits owners to postpone payment of the fee if they agree to enter into a Restoration Agreement with the City and bring the property up to code in a timely manner. To date, there are 26 Restoration Agreements in progress.

### All (CPED and Regulatory Services) Rehabilitations



### All (CPED and Regulatory Services) Demolitions



### **Why are these measures important?**

Vacant and boarded buildings negatively affect the safety and livability of the City's neighborhoods. They frequently become havens for criminal activity and contribute to blight and reduced property values. The safety and livability of our neighborhoods is improved with each vacant and boarded building that is demolished or rehabbed. Regulatory Services has three main regulatory business processes that directly impact whether a property is rehabbed or demolished. They include:

- Code Compliance – which requires all condemned properties to be brought up to all current codes before a certificate of occupancy will be issued.
- Emergency Demolition – which uses the City's regulatory authority to order emergency demolitions of properties that pose an immediate hazard to public safety.
- Nuisance Declaration and Abatement (249 Ordinance) – which is used to determine when a property should be declared a nuisance and abated through demolition or rehab.

Community Planning and Economic Development – Single Family Housing Division also plays a role in fostering rehab of existing housing and demolition of properties in preparation for future development opportunities.

The charts show a continued increase in both demolitions and rehabs. Prior to 2005, the City was averaging two demolitions per year and very few properties that were entirely rehabbed were on the 249 list. Between 2006 and 2007, there was a 59 percent increase in the number of residential properties that were rehabbed and returned to residential use and a 77 percent increase between 2007 and 2008 (year-to-date).

Regulatory Services has demolished 96 properties under the Chapter 249 Ordinance as of October 31, with an additional 35 properties pending demolition. This was accomplished through a collaborative between the City of Minneapolis and Hennepin County to demolish an additional 50 properties, which is nearly equal to all of the properties that were demolished by Regulatory Services in 2007.

### **What will it take to address the changes?**

Regulatory Services expected the trends to continue in 2008 requiring additional aggressive enforcement. The annual target for properties rehabbed or demolished using the Nuisance Abatement tool was 50 buildings demolished and at least 10 rehabbed.

Based on the current trend in code compliance initiated rehabs the city anticipated that approximately 97 buildings would be rehabbed in 2008 through Regulatory Services. This number has already been exceeded.

The average cost to demolish a residential structure is \$17,500. Through the collaborative with the county we were able to bundle our demolitions thereby reducing this cost significantly. Abatement costs are assessed and recouped on future property tax collections. We have implemented a revolving account that will ensure budgetary resources are available for future nuisance abatement actions. The annual fee increase to \$6,000 per year for the Vacant and Boarded Registration (VBR) will provide the necessary additional resources without negative consequence to the general fund.



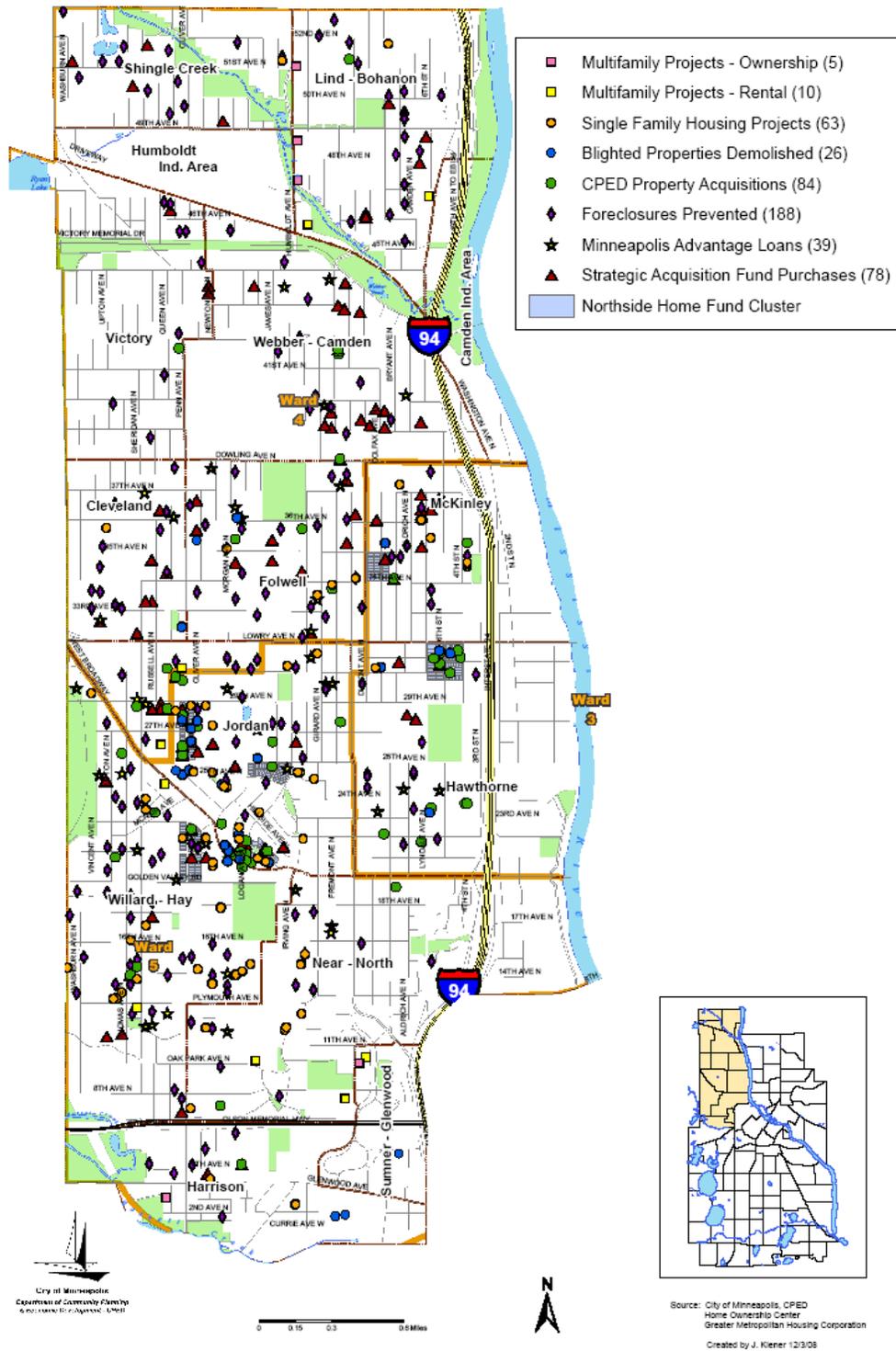
## **CPED Housing Investments 2006, 2007 and YTD 2008**

*(See maps on next two pages)*

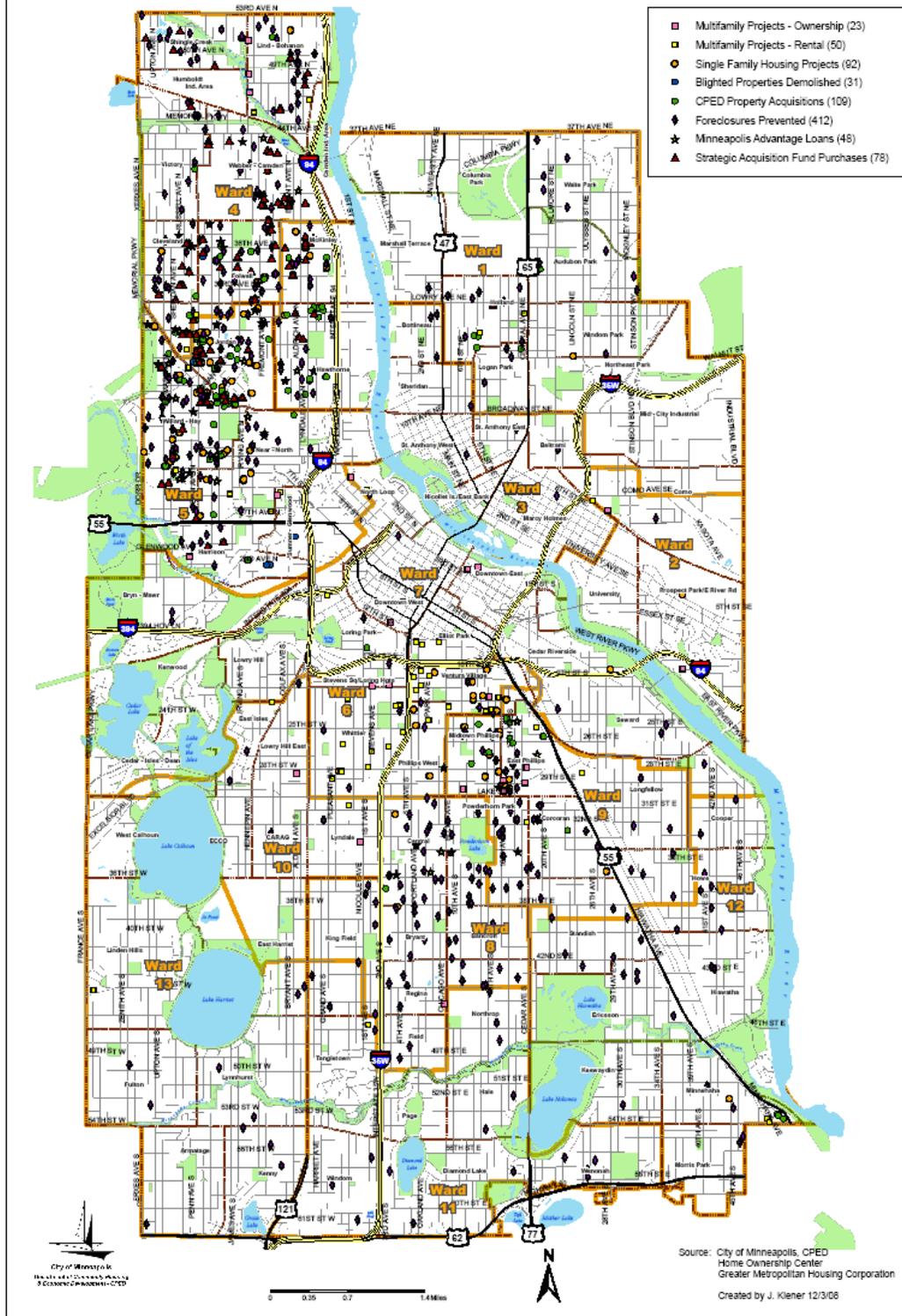
### **Why is this measure important?**

These maps represent a multi-pronged policy approach to neighborhood stabilization in North Minneapolis. The City of Minneapolis has been aggressively acquiring blighted properties in today's challenged housing market. Additionally, in partnership with the Greater Metropolitan Housing Corporation, through the Strategic Acquisition Fund more properties are acquired. The majority of the CPED acquisitions have been targeted in and around the Northside Home Fund Clusters which were prioritized by the City and the North Minneapolis neighborhood organizations as areas for redevelopment. A second stabilization strategy is to keep property owners in their homes through foreclosure prevention efforts. Data is from the Home Ownership Center and represents foreclosures avoided through counseling efforts for a two-year period from October 2006 to October 2008. A third strategy is to eliminate the blighting influence of boarded properties. The map indicates only properties that were demolished by CPED. However, since 2006, CPED and the Department of Regulatory Services have demolished 200 properties on the vacant and boarded list in North Minneapolis and 276 properties city-wide and have completed the rehab of 133 properties in North Minneapolis and 236 city-wide. A fourth strategy is the production of quality housing that meets diverse housing needs. The Single Family Housing projects on the map include both rehab projects through the Home Ownership Works program and new construction projects through the Century Homes Programs and Homeownership Program as well as parcels sold to developers for the development of ownership housing. Multifamily projects include a mix of ownership and rental. The final strategy represented on these maps is the Minneapolis Advantage program which provided an incentive and a tool for 39 homeowners to purchase a home in North Minneapolis.

# North Minneapolis Housing Investments 2006 to Present



# Minneapolis Housing Investments 2006 to Present



## **CPED Economic Development Programs and Major(\*) Development Projects 2006, 2007 and YTD 2008**

*(See maps on next two pages)*

### **Why is this measure important?** *(program outcome)*

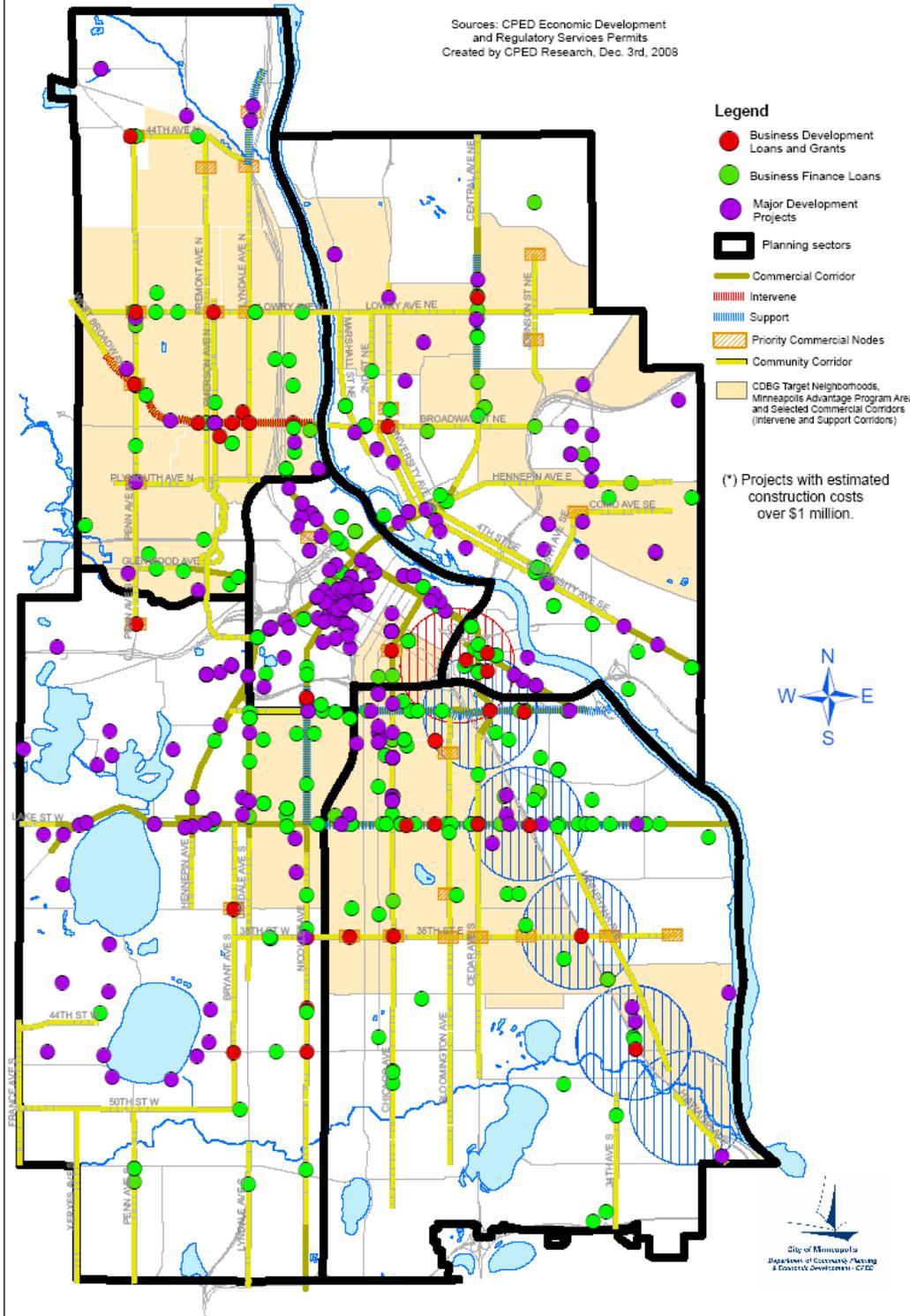
Our policy is to anticipate, welcome and manage new growth (housing units, population and jobs). The Minneapolis Plan, Zoning Code and many City policies, programs and financing tools are designed to focus growth in designated areas, which include commercial and community corridors, nodes, activity centers and LRT station areas. These two maps display the extent which major private developments align with the city's land use policies and how CPED investment responds to areas of the city experiencing market stress.

### **What will it take to achieve the targets?**

It will take consistent enforcement of policies such as land use and zoning code regulations in directing private investment, as well as targeting of public investments in alignment with city plans over the long term. In addition to effective plans, policies, programs and tools, improved communication about these and about the City's development and growth objectives will also help achieve results. We have not established a target for this measure.

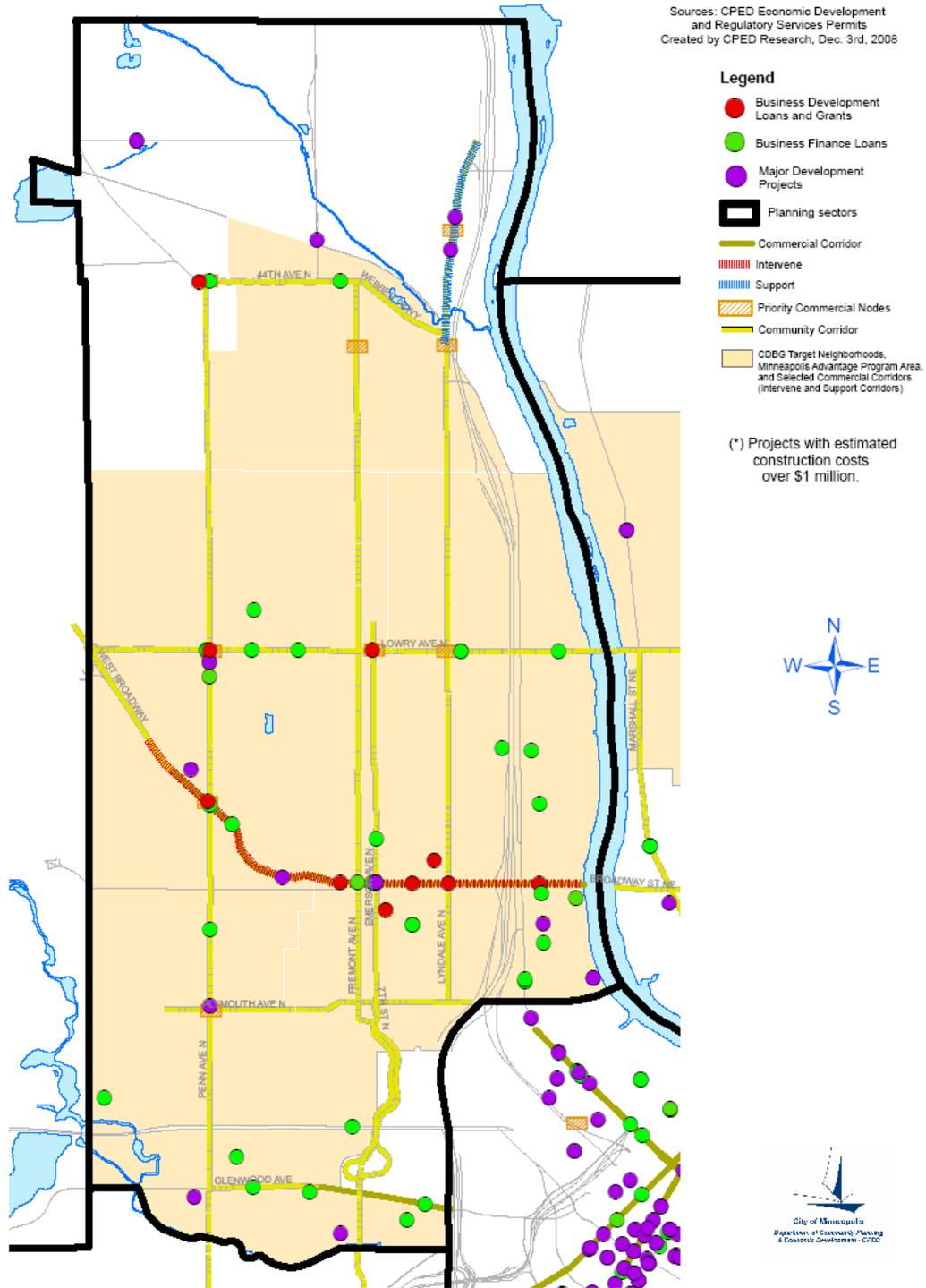
# CPED Economic Development Programs and Major(\*) Development Projects 2006, 2007 and Year-to-date 2008

Sources: CPED Economic Development  
and Regulatory Services Permits  
Created by CPED Research, Dec. 3rd, 2008

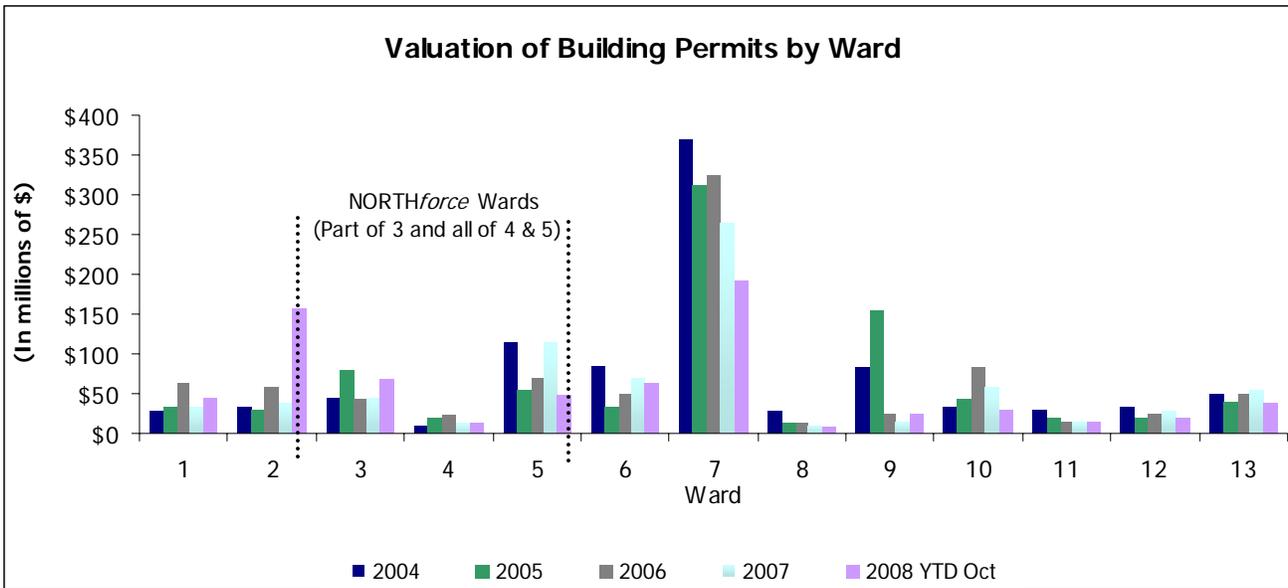


# CPED Economic Development Programs and Major(\*) Development Projects 2006, 2007 and Year-to-date 2008 North Side

Sources: CPED Economic Development  
and Regulatory Services Permits  
Created by CPED Research, Dec. 3rd, 2008



(\*) Projects with estimated construction costs over \$1 million.



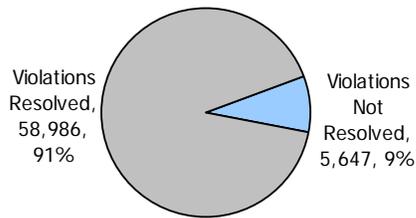
### Why is this measurement important?

The City of Minneapolis has consistently demonstrated an investment in new buildings and remodeling. However, construction trends will continue to follow economic trends. The peak valuation of building permits occurred between 2000 and 2005. An example can be identified in the graph above which indicates a peak in Ward 9 during 2005 and a significant reduction the following years.

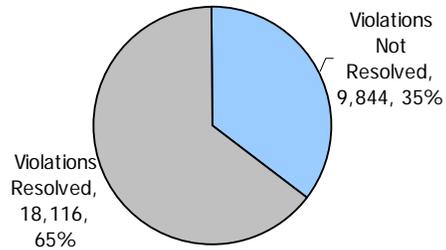
Although the economy is unpredictable, valuation revenues year-to-date are higher this year than last year. This indicates that people are still investing in the city, even in times of economic uncertainty. The fees that are generated will be reinvested in the department as well as contributing to the City’s general fund.

# NORTHforce and Other Inspection Measures

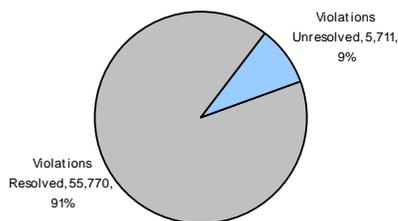
**2006-2007 Northforce. Violation Data from Inspection of 26,438 Parcels Resulting in 64,633 Violations, as of October 31, 2008**



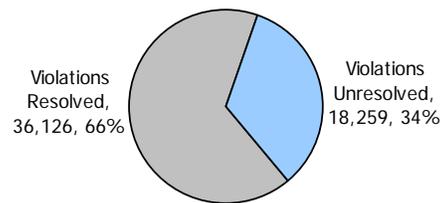
**2008 Northforce 27,960 Violations as of October 31, 2008**



**2007 Housing Inspections in 13 wards resulting in 61,481 Violations, as of October 31, 2008**



**2008 Housing Inspections in 13 wards resulting in 54,385 Violations, as of October 31, 2008**

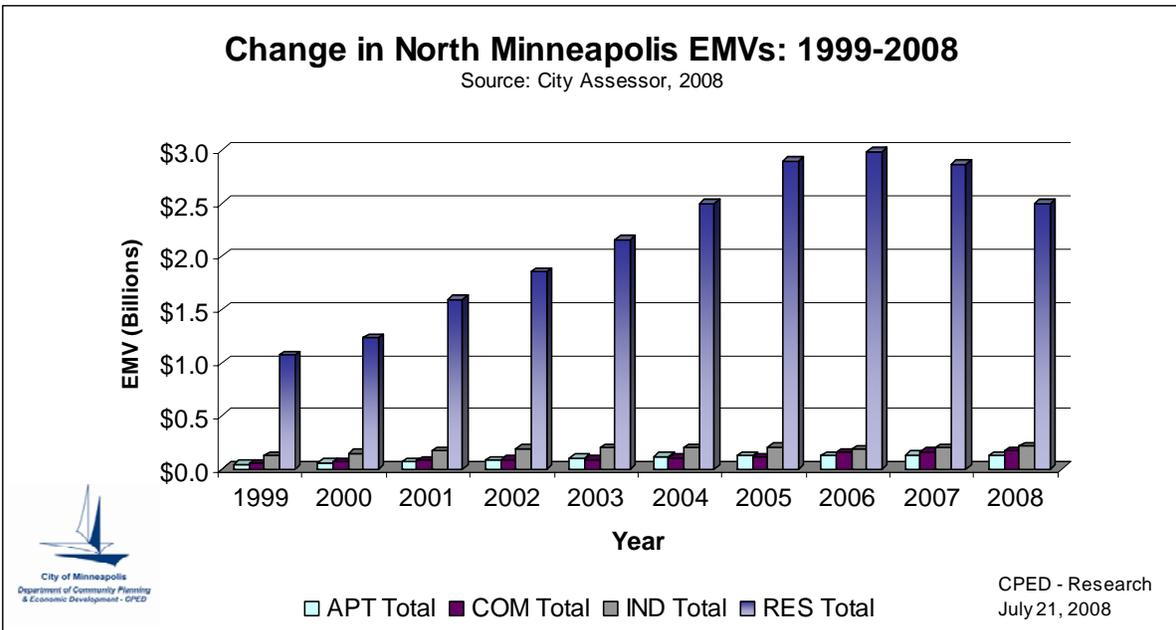
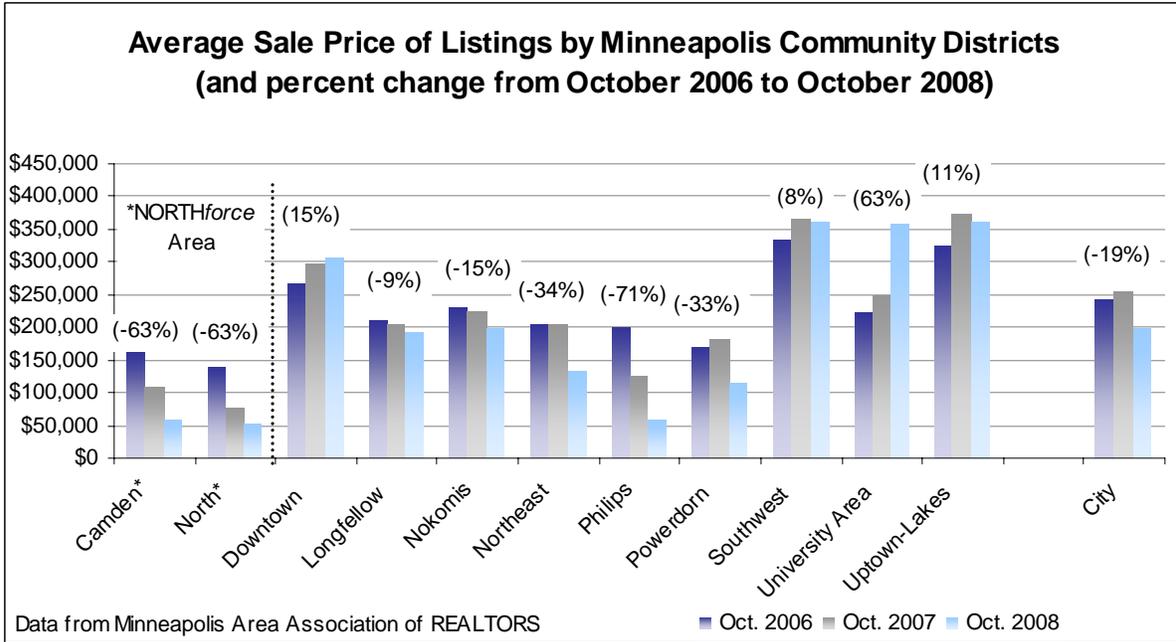


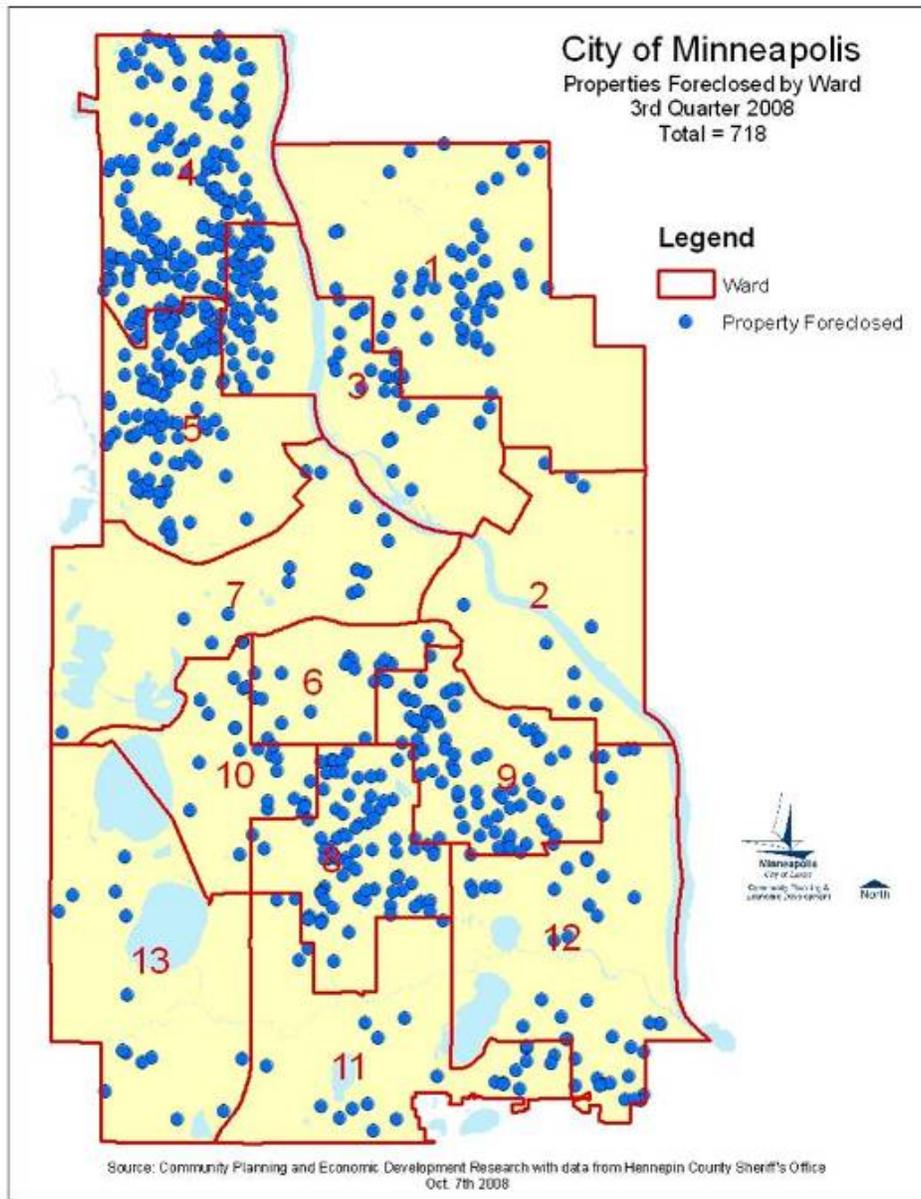
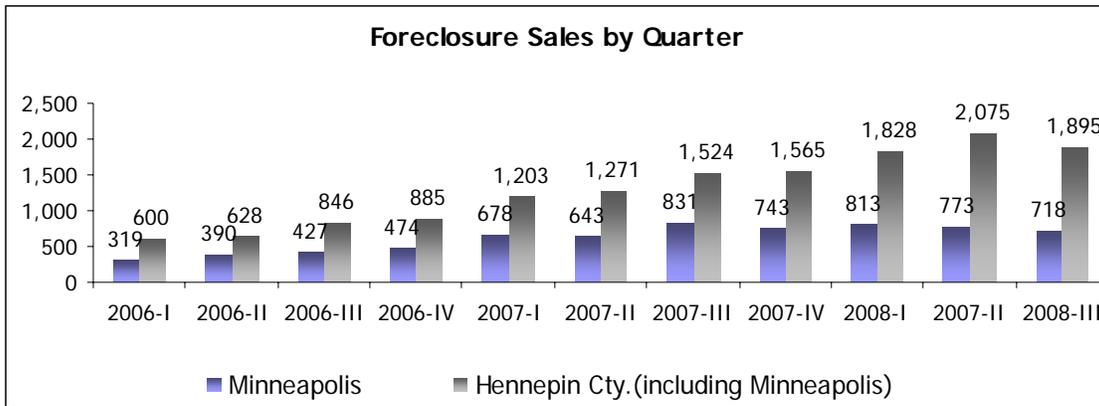
## Why is this measurement important?

Regulatory Services is committed to being a strong partner in the NORTHforce initiative and the charts above are a brief summary of new or existing programs, initiatives and efforts that address livability concerns of people living on the northside and throughout Minneapolis.

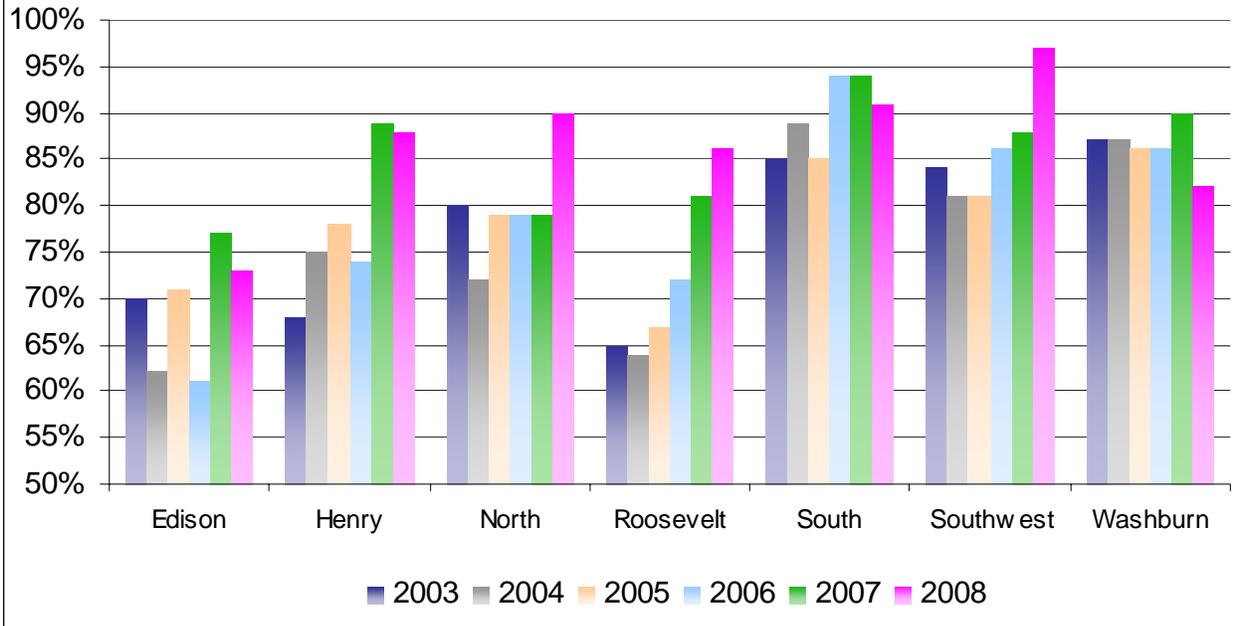
The top charts are for violations from inspections during the 3rd, 4th and 5th Ward curb to alley inspections conducted in 2006. The next chart indicates open and closed violation in the 3rd, 4th and 5th Wards for 2006 through 2007 and 2008. The charts below indicate total number of violations issued throughout all 13 Ward areas and the number of violation resolved.

# Appendix



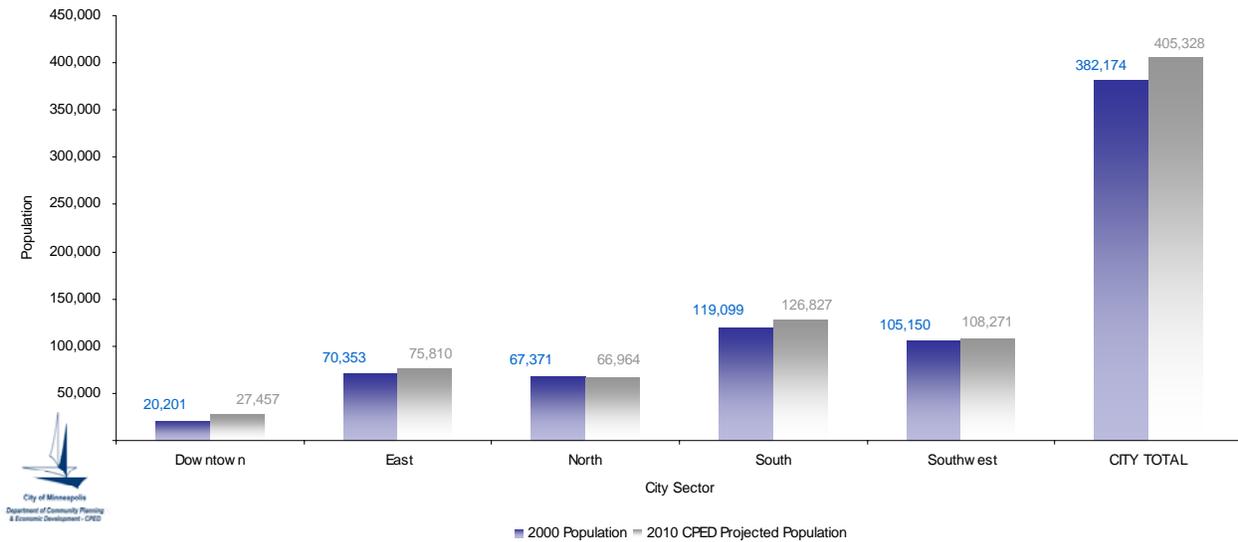


## High School Graduation Rates



## Minneapolis Population 2000-2010

*Source: U.S. Census Bureau and Metropolitan Council projections*



**Residents who Perceived their Neighborhood to be Clean and Well Maintained by Community Area (2005 and 2008 Resident Surveys)**

