

Cedar Riverside Neighborhood Revitalization Program Phase I Evaluation

Prepared by the Cedar Riverside
Neighborhood Revitalization Program
(CRNRP)

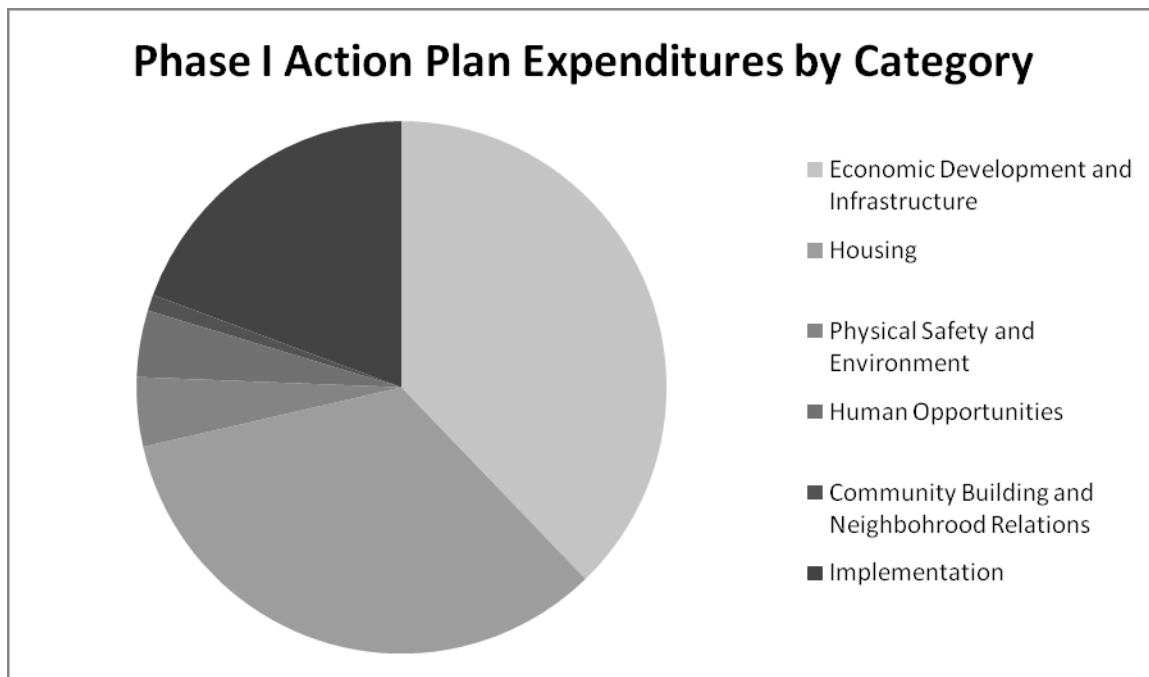
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Background and Overview

The Minneapolis Neighborhood Revitalization Program (NRP) is an innovative effort to bring residents into the priority setting process of the city. The NRP was established in 1990 by the Minnesota State Legislature and the Minneapolis City Council. In each neighborhood throughout the city, residents and other neighborhood stakeholders identify and address resident concerns in partnership with government entities by developing Neighborhood Action Plans.

The Cedar Riverside neighborhood began working with the NRP in 1998. Funding was first allocated in 1998 for the renovation of Dania Hall. Additional funding was then allocated in 2004 to begin a three year planning process which was led by the NRP Steering Committee of the West Bank Community Coalition (WBCC). The final Cedar Riverside Phase I Neighborhood Action Plan was adopted by the neighborhood in October 2007 and approved by the NRP Policy Board in November 2007. It identified neighborhood goals, objectives and strategies in the areas of community building and neighborhood relations, human opportunities (youth, elders, social services), safety, the physical environment, housing, economic development and infrastructure. A total of \$3,156,377 was appropriated by the NRP to implement the Phase I Action Plan.



From 1998 until 2007, the West Bank Community Coalition (WBCC) was the implementing organization for the NRP. Then in 2008, the NRP Steering Committee separated from the WBCC and formed a new organization called the Cedar Riverside Neighborhood Revitalization Program (CRNRP). This new group formally began the implementation of the Phase I Action Plan in April 2008.

The Cedar Riverside Neighborhood Revitalization Program (CRNRP) is a community-based organization that works to build neighborhood leadership and establish partnerships to implement community development initiatives. CRNRP operates a number of issue and program focused committees including Housing, Economic Development and Infrastructure (HEDI), Community Building and Safety to oversee implementation of the strategies outlined in the Plan.

The organization is currently staffed by a full-time Program Manager and part-time Executive Director. A 13-member Board of Directors, elected annually from the neighborhood, provides leadership and policy oversight. Pillsbury United Communities provides fiscal agency services to the organization.

Methodology

To complete an evaluation of the Cedar Riverside NRP Phase I Action Plan, each of the abovementioned committees reviewed the strategies completed to date. In addition, a community meeting was held with approximately 25 residents in attendance. Finally, a document review was undertaken by CRNRP staff. What follows is a summary of the programs and activities that have been funded/implemented in the Cedar Riverside neighborhood during Phase I of the NRP program and a set of conclusions/recommendations based upon the review¹.

Phase I Action Plan Elements

Economic Development, Housing and Infrastructure

Strategy 1.1.1 LRT Station Enhancements

A total of \$32,500 was allocated to install lighting in the area of the neighborhood adjacent to the Light Rail Station. In addition, over \$300,000 in other funds were leveraged for additional improvements, including public art and landscaping.

Strategy 2.1.2 Home Improvement/Ownership Programs

A total of \$178,599.74 of NRP funds were allocated and expended to promote and sustain homeownership in the community. The Center for Energy and the Environment operated two programs, including a Home Improvement Loan Program and Down Payment Grant Program. To date, 10 homeowners have received funds to make improvements to their properties and 6 families received down payment assistance to purchase homes.

¹ Expenditures are based upon information provided by the NRP as of May 31, 2011. Please see the appendix A for a detailed report.

Strategy 2.1.3 Construction Financing Loan Program

A total of \$915,000 was allocated for the construction of 4 units of homeownership housing at 620-624 20th Avenue South. The funding will be used to finance the project and provide development and affordability subsidy to make the units affordable to people in the community. The Greater Metropolitan Housing Corporation was selected In January 2011 as the developer for the project.

Strategy 3.1.1 Dania Hall

In 1998, the neighborhood dedicated \$1,068,166.78 to renovate Dania Hall at 427 Cedar Avenue. The unfinished project burned down in 2001, leaving \$486,183 unspent. These funds were reallocated to other strategies in the Phase I plan.

Strategy 3.2.1 Revitalize Business District and Commercial Revitalization

A total of \$65,000 was allocated to this strategy. Two contracts were awarded. \$60,000 was granted to the West Bank Business Association's Great Streets/Façade Improvement Program. A number of accomplishments have been achieved, including:

- Participation in the WBBA monthly meetings has increased from an average of 15 to 30 business and community stakeholders attending.
- The WBBA, with the help of many community, institutional and neighborhood stakeholders, organized a Neighborhood Clean- up Day, (in conjunction with Global Earth Day) for the Neighborhood. Over 60 people participated in the event, which was followed by a very well attended ice cream social.
- Seven businesses participated in the Façade Improvement Program
- The WBBA retained the promotion and marketing firm of Mind Spark. A "logo" has been created, a website was developed and media buys were purchased, (both online, print ads and billboards). The "branding campaign" was launched in July 2009.
- WBBA is working to create a revenue-generating program to benefit the neighborhood and sustain WBBA's efforts over time.
- The WBBA has negotiated with the City of Minneapolis to lease the vacant lot located at 427 Cedar Avenue. The WBBA is currently hosting a "world market" at the site on Saturdays during the summer.

\$5,000 was allocated to the Cedar Riverside Youth Council for the Triple C Café. One of the significant projects undertaken by the Cedar Riverside Youth Council members and other youth was the creation of a youth operated coffee kiosk. A group of youth attended a business development class with the African Development Center to create a business plan for the Triple C Café. To finish the plan, a team of Augsburg MBA students wrote an 80+ page business guide, including budget projections, and a plan for starting the café with a coffee kiosk as the first step.

The coffee kiosk provides employment training, entrepreneurial skills, and leadership development opportunities to youth, who run the kiosk. It also provides coffee and refreshment service as an option for everyone who utilizes the Coyle Center, contributing to the economic vitality of the neighborhood. NRP funds leveraged an additional \$20,000 in private foundation funding for the project.

Strategy 3.2.2 Infrastructure Improvements and Development

A total of \$65,000 was allocated to this strategy.

\$30,000 was awarded to the African Development Center (ADC) to make improvements at their building to create a community meeting space. The building also serves as the headquarters for ADC and houses the Afro Deli. It is viewed by many as an important community asset that needs to be maintained.

\$10,000 was awarded to the African Development Center to conduct a commercial space study. ADC will conduct a commercial real-estate scan to assess existing community real-estate in the area. This scan will be an investment for the community, as it will map out the potential in the neighborhood. The feasibility study will first identify the commercial real-estate in the area, and then conduct a market analysis, property analysis, and a financial analysis of prospective business centers, service providers, and retailers.

\$16,473 was awarded to the City of Minneapolis for transit oriented development improvements adjacent to the LRT station. Roughly half of this amount (\$8,527) is unspent and remains in this strategy.

Physical Environment and Safety

Strategy 4.1.1 Provide incentives for an East African Officer to be assigned to the neighborhood.

This strategy has been accomplished at the precinct level without NRP funds and has leveraged \$20,000 from Sherman Associates. \$5,000 in funding was re-directed in April of 2011 to provide the Coyle Center with funding for security officers. The Safety Committee rated this as an extremely effective use of resources.

Strategy 4.1.2 Review and Improve Neighborhood's MPD Substation

For many years, the strategy did not result in any concrete actions and the money was reallocated through a plan modification. Recently however, efforts are underway to locate a Safety Center at Riverside Plaza. The Minneapolis Police Department (MPD) is partnering with Sherman Associates to use space in the Plaza once renovations are complete.

Strategy 4.2.1 Initiate regular meetings between neighborhood and police

Activities relating to this strategy are ongoing and for the most part effective. Activities that have resulted include increased police presence at community meetings and an MPD initiated safety plan for sections of the Cedar Riverside neighborhood. No NRP funds were allocated.

Strategy 5.1.1 Create a Safety Committee

See Implementation Strategy 15.1.2

Strategy 5.1.2 Develop inventory of neighborhood resources

An initial inventory was developed and is in the process of being updated. The \$500 allocated to the strategy will be used to support the development of a website where the information will be made available.

Strategy 5.1.3 Form block clubs

In 2008, recruiting for block clubs took place and training was conducted. There is not yet a formal structure in place to ensure they are active and self-sustaining. A total of \$2000 was allocated to the strategy (used by the WBCC and CRNRP) and \$668.35 remains.

Strategy 5.2.1 Hire a Safety Coordinator

A total of \$20,338 was allocated to this strategy, with a Safety Coordinator hired in 2006 by the WBCC. She has been instrumental in helping to build the Safety Committee, maintain regular communications on safety issues, build relationships with MPD, the WBCC, NRP, and other stake holders, organize safety walking patrols, resident recruitment, provided key translation services at meetings, and generally supported functions of the WB Safety committee.

Strategy 6.1.1 Install safety cameras at key locations in neighborhood.

A total of \$66,000 was allocated to this strategy which was accomplished in 2008. An additional \$240,000 was also leveraged. The usefulness of the cameras is still being determined.

Strategy 7.1.1 Organize community clean up days

A total of \$1,000 was allocated to this strategy. Clean ups have been coordinated by the WBBA and West Bank Safety Committee.

The Clean Up days helped make the neighborhood cleaner, reduced negative perceptions and encouraged all visitors, residents, and businesses to take pride in the neighborhood. The funds allocated were moved to the Strategy 15.1.2 through a plan modification process.

Strategy 7.1.2 Install physical enhancements to support a clean, neat and accessible neighborhood.

The \$29,000 allocated to this strategy has not yet been spent. A Subcommittee will review specific action recommendations from the Phase I plan and make revisions.

Strategy 7.1.3 Reduce graffiti and trash throughout the neighborhood.

Regular safety walks are held on a weekly basis, which has resulted in the reduction of graffiti and trash in the neighborhood. The \$500 allocated to the strategy was not needed and moved through a plan modification to Strategy 15.1.2.

Strategy 7.1.4 Establish a Special Services District.

\$10,000 was allocated to support the creation of public, private and institutional partnerships in the Cedar Riverside neighborhood. The project was initially coordinated by the WBCC.

Currently, Smith Partners convenes the partnership, which is in the process of evaluating the feasibility of a special services district.

Strategy 8.1.1 Community Gardening Coordinator

A total of \$5,000 has been allocated to the Brian Coyle Center for the West Bank Beautification Project. During 2009 and 2010, the Brian Coyle Center employed 6 youth and a garden coordinator in the summer to “green” the West Bank, planting flowers in beds along Cedar Avenue and in front of the Coyle Center, greening Cedar and Riverside Avenues and Parking Lot A with perennial plant borders, adding flowers to triangle park, burms on Cedar and 5th, adding to the garden beds by the 2 youth murals on the Cedar Cultural Center building and grocery store and assisting elders with their vegetable gardens.

The West Bank Beautification Project combines youth employment, volunteer engagement, and gardening to build a strong sense of pride in the community and create a more welcoming environment for all who live, work, volunteer, go to school, shop and are entertained here. The target geographic area for beautification is the main commercial corridor of Cedar Avenue (south of Washington) and Riverside Avenue. A total of \$7,000 was leveraged to date.

Human Opportunities

Strategy 9.1.1 Human Resource Coordinator

A total of \$12,754.91 was allocated to this strategy and used by the WBCC. Staffing to accomplish this strategy was provided under Strategy 15.1.2 Implementation. Please see below.

Strategy 9.2.1 Community Space Study

A total of \$60,000 was allocated to this strategy.

\$34,000 was allocated to complete a space study for the expansion of the Brain Coyle Center and \$16,000 was awarded to the African Development Center to do a commercial space study.

Success of the strategy weighs heavily on the community and its stakeholders’ ability to leverage the necessary funds to implement the study recommendations. There is \$10,000 remaining in this strategy.

Strategy 9.3.1 Annual Service Directory

A service directory was developed; however, keeping it updated has been a challenge. A decision was made to use the \$4,000 allocated to the strategy to create a web site. The web site development is underway and scheduled for completion in September 2011.

Strategy 9.3.2 Community Service Website

A total of \$500 was allocated for the creation of a community service web site. It will be implemented in conjunction with strategy 9.3.1.

Strategy 10.1.1 Youth Sports Teams Uniforms

A total of \$2,500 was allocated to support youth sports teams in the neighborhood. \$276 was spent by the WBCC and \$2,224 was contracted with the CRNP. A number of sports teams received support, including the Confederation of Somali Community and the Brain Coyle Center. \$224 remains in this strategy.

Strategy 11.1.1 Youth and Senior Coordinator Interns

A total of \$16,000 was allocated to this strategy.

\$8,000 was allocated to the Cedar Riverside Youth Council for the Triple C Café Internship Program. The goal of the student internship program is to provide youth with on-the-job training and leadership experience as the operators of the youth-led coffee kiosk. A total of 16 youth interns participated in the program, including completing customer service training in the summer and on-the-job training in running a coffee kiosk for 12-weeks. NRP funds leveraged an additional \$37,000 in private foundation funding. \$8,000 is remaining in this strategy.

Strategy 11.1.2 Youth and Senior Councils

Rather than form youth and senior councils, a decision was made to engage the existing youth and senior councils in the neighborhood in a joint project. After speaking with several youth and elders in the community, Community Building Committee members realized that there was an interest in creating space where elders and youth interacted. As a result, the Community Building Committee is in the process of developing an oral history project that will consist of 5 teams of each having one elder and one youth. Each team will then video document sessions in which the youth and the elder exchange stories. The ultimate goal is to create a better understanding between the youth and elders and to bring groups together to discuss the generational gap and ways to eliminate it. \$40,210 remains in this strategy.

Strategy 12.1.1 Community Shuttle System

A total of \$20,000 was allocated to this strategy. It was determined however that it would require more resources than that which is available to be used and that it would be best to not start a shuttle if it could not be continued consistently. The \$20,000 allocated for this project would not have been sufficient to purchase buses, pay drivers, and cover mileage and insurance and was moved through a plan modification to Strategy 15.1.2.

Community Building & Neighborhood Relations

Strategy 14.1.1 Community Gathering Tent

A total of \$3,000 was allocated to the strategy. To date, \$312 has been spent to purchase tents, which are currently used by the neighborhood for various events. There is \$2,688 remaining.

Strategy 14.1.2 Community Events/Gatherings

A total of \$8,000 was allocated to support community events and gatherings in the community. As a result of the investments, thousands of residents came together on a variety of occasions to celebrate community. Events included National Night Out, the Somali Independence Day Festival, Bohemian Flats Festival, the Brian Coyle Multicultural Dinner and the Brian Coyle Women’s Night Out. \$1,327.32 of the funds were used by the WBCC, with \$6,672.68 used by the CRNRP. There is \$172.62 remaining.

Strategy 14.1.3 Community Events Coordinator

A total of \$20,812 was allocated to this strategy, which was accomplished by hiring a Community Organizer who played a vital role in organizing the community events and recruiting Community Building committee members.

Strategy 14.2.1 Welcome Packets

A total of \$500 was allocated to this strategy, which was accomplished by creating new resident welcome packets that were distributed to the West Bank CDC, Riverside Plaza and other groups. There is \$353 remaining.

Strategy 14.2.2 Banners and Signs

No funds were allocated to this strategy and to date, no banners have been purchased. However, the WBBA has developed a marketing campaign through funds provided in strategy 3.2.1.

Implementation

Strategy 15.1.2 Implementation

A total of \$530,494 was allocated to this strategy, which provides resources for staff and operating support to implement the plan over a period of 6 years. As of May 31, 2011, \$82,134 is remaining.

CRNRP operates a Housing, Economic Development and Infrastructure Committees (HEDI), which works to improve the built environment, promote healthy housing, homeownership and a thriving business community. Approximately 15 residents and stakeholders attend the monthly meetings. Over the past year, the HEDI Committee has worked to create guidelines and selected a development partner for the creation of 4 new homeownership units at 620-624 20th Avenue South.

CRNRP hosts a monthly Safety Committee in partnership with the WBCC. The Safety Committee works to reduce crime in the Cedar Riverside neighborhood by conducting the following activities:

- Hosting an annual Safety Summit to bring together residents, businesses, college students, City of Minneapolis Police Department, the University of Minnesota and Augsburg College security patrols and other stakeholders to find solutions to increase safety in the community.
- Conducting weekly safety walks to pick up litter, remove graffiti and increase the number of people engaged in positive activity on the streets. Approximately 15 residents participate on a weekly basis.
- Acts as a liaison between residents and the police department on crime and safety issues in order to improve police/community relations, especially between youth and the police.

Finally, CRNRP hosts a monthly Community Building Committee, which works to improve relationships among people in the community and promote positive activities for youth, seniors and families. On average, 15 residents attend the committee meetings. The Committee is responsible for identifying partnerships to implement the Human Opportunities and Community Building and Neighborhood Relations sections of the NRP Plan.

Conclusions and Recommendations

Although it has taken Cedar Riverside 13 years to get to this point, the neighborhood has accomplished a number of significant outcomes as a result of the NRP.

Overall, there are signs that of crime has decreased and safety has improved. The evaluation of safety initiatives revealed that residents and stakeholders believe that partnerships developed as a result of the Safety Committee, as well as the regular Safety Patrols have made Cedar Riverside a more livable community.

The significant investments made using NRP phase I funds to promote youth engagement and employment have also contributed to improving the perception of crime, as young people have had the opportunity to engage in positive activities, including youth sports, community beautification projects and small business creation. The support provided will likely produce long term positive benefits for not only the youth, but the broader community.

The housing stock in Cedar Riverside has also benefited as a result of the home improvement loan program. The revolving nature of the program has generated revenue that will be re-utilized to provide down payment grants to future homeowners. In addition, Cedar Riverside will see the creation of 4 new units of ownership housing, which is a huge win for a community so densely populated with rental units.

The business community has been strengthened through investments in the infrastructure of the West Bank Business Association, with a marketing campaign launched and immigrant business outreach that has resulted in a more diverse group of business owners engaged in collaborative efforts to promote Cedar Riverside as a shopping destination.

Finally, the organizing around the location for and investment in the Light Rail Station on the West Bank has leveraged a significant amount of resources for improvements and has provided access to transportation for previously underserved residents.

Moving forward, two primary recommendations emerged during the evaluation to inform the implementation of NRP Phase II. First and foremost, it was determined that to improve accountability measures for organizations receiving NRP funding, there should be stricter evaluation and reporting requirements on all NRP contracts. This will be accomplished through discussions among committee members, potential partners and City staff.

Also, since the neighborhood's NRP Phase II allocation was reduced by the City of Minneapolis, it will be critical to allocate resources to projects with the greatest ability to leverage non-NRP funds. Overall, the community has leveraged significant social and financial capital to promote the Cedar Riverside neighborhood a great place to live, work and play. CRNRP is grateful for the support provided by the NRP during the last 13 years and looks forward to the implementation of NRP Phase II.

Appendix A: NRP Phase I Allocation Spreadsheet (See attached)

Appendix B: Photos of NRP Funded Projects





CEDAR-RIVERSIDE NEIGHBORHOOD ACTION PLAN

ACTIVITY	1998		2004		2006		2008-2010		1998-2007 TOTAL	PROGRAM INCOME	OTHER FUNDS	CHANGES
	Early Access		Early Access		First Step		Action Plan					
	NRP	NRP	NRP	NRP	NRP	NRP	NRP	NRP				
	HOUSING	OTHER	HOUSING	OTHER	HOUSING	OTHER	HOUSING	OTHER				
ECONOMIC DEVELOPMENT, HOUSING AND INFRASTRUCTURE (page 11)												
1.1.1. LRT Station Enhancements		32,500							32,500		357,500	1
2.1.2. Home Improvement/Ownership Program					178,599.74				178,599.74			7
2.1.3. Construction Financing Loan Program		94,623.00					820,377		915,000			3
3.1.1. Dania Hall Redevelopment		1,068,166.78							1,068,166.78	0.00		1, 3, 7
3.2.1. Revitalize Business Dist. & Com'l Corridors		52,000						13,000	65,000			3
3.2.2. Infrastructure Improvements and Dev'l		50,000						15,000	65,000			3
PHYSICAL ENVIRONMENT AND SAFETY (page 19)												
4.1.1. East African Police Officer						5,000			5,000			4, 8
4.1.2. Improve MPD Substation						0			0			3
4.2.1. Regular Meetings with Police						0			0			3
5.1.2. Inventory of Neighborhood Resources						0			0			7
5.1.3. Form Block Clubs						2,000			2,000			3
5.2.1. Safety Coordinator						20,338.18			20,338.18			5
6.1.1. Install Safety Cameras		66,000							66,000		182,000	1
7.1.1. Community Clean-up Days						0			0			3, 7
7.1.2. Physical Enhancements		29,000							29,000			1, 3
7.1.3. Reduce Graffiti and Trash						0			0			7
7.1.4. Establish Special Service District		10,000							10,000			1, 2
8.1.1. Community Gardening Coordinator		5,000							5,000			1
HUMAN OPPORTUNITIES (page 33)												
9.1.1. Human Resource Coordinator						12,754.91			12,754.91			5
9.2.1. Community Space Study						60,000			60,000			3
9.3.1. Annual Service Directory						0			0			7
9.3.2. Community Service Web Site						500			500			
10.1.1. Youth Sport Teams Uniforms						2,500			2,500			
11.1.1. Youth and Senior Coordinator/Interns						16,000			16,000			
11.1.2. Youth and Senior Councils		40,210.22							40,210.22			3
12.1.1. Community Shuttle System		0							0			1, 6
COMMUNITY BUILDING AND NEIGHBORHOOD RELATIONS (page 41)												
14.1.1. Community Gathering Tent						3,000			3,000			
14.1.2. Community Events/Gatherings						8,000			8,000			
14.1.3. Community Events Coordinator		10,000				10,812.81			20,812.81			1, 5
14.2.1. Welcome Packets		500							500			1
14.2.2. Banners and Signs		0							0			1, 3
IMPLEMENTATION (page 45)												
15.1.2. Program Planning and Implementation		92,000		48,000		30,494.36		360,000	530,494.36	4,350.00		1, 3, 5, 6, 7
TOTAL	0	1,550,000	0	48,000	178,600	171,400	820,377	388,000	3,156,377	4,350.00	539,500	
ACTION PLAN REQUEST												
APPROVED EARLY ACCESS		1,550,000		48,000				1,208,377	1,208,377			
APPROVED FIRST STEP					350,000				350,000			
ADMINISTRATIVE FUNDS IN PLAN		102,500		48,000		52,307		360,000	562,807	17.83%		
ADMINISTRATIVE FUNDS FOR HOUSING									216,779			
TOTAL HOUSING ALLOCATION									1,215,756	38.52%		

NOTE: Allocations to activities within each year are subject to change depending upon timing and other project-related issues, but totals for each activity and for each year will not exceed approved levels.

NOTE: Other Funds listed on this spreadsheet are projected in the Action Plan, but are not committed by NRP, any public jurisdiction or other entity unless noted in the Comments section below.

CHANGES:

- Adoption of the First Step Plan modified the Dania Hall Redevelopment 1998 Early Access request (Economic Development, Housing and Infrastructure 3.1.1.) by reallocating a total of \$212,000 in 1998 to ten strategies: (1) \$32,500 (1998 Early Access) to LRT Station Enhancements (Economic Development, Housing and Infrastructure 1.1.1.); (2) \$66,000 (1998 Early Access) to Install Safety Cameras (Physical Environment and Safety 6.1.1.); (3) \$15,000 (1998 Early Access) to Physical Enhancements (Physical Environment and Safety 7.1.2.); (4) \$10,000 (1998 Early Access) to Establish Special Service District (Physical Environment and Safety 7.1.4.); (5) \$5,000 (1998 Early Access) to Community Gardening Coordinator (Physical Environment and Safety 8.1.1.); (6) \$20,000 (1998 Early Access) to Community Shuttle System (Human Opportunities 12.1.1.); (7) \$10,000 (1998 Early Access) to Community Events Coordinator (Community Building and Neighborhood Relations 14.1.3.); (8) \$500 (1998 Early Access) to Welcome Packets (Community Building and Neighborhood Relations 14.2.1.); (9) \$5,000 (1998 Early Access) to Banners and Signs (Community Building and Neighborhood Relations 14.2.2.); and (10) \$52,000 (1998 Early Access) to Program Planning and Implementation (Implementation 15.1.2.).
- On June 19, 2007, the NRP Director approved a plan modification to the First Step Plan to revise the wording of Establish Special Service District (Physical Environment and Safety 7.1.4.) to broaden the intent of the strategy to include developing partnerships for capital improvements to the neighborhood.
- Adoption of the full Action Plan reallocates a total of \$292,333.22 from the following strategies: (1) \$265,833.22 in 1998 from Dania Hall Redevelopment (Economic Development, Housing and Infrastructure 3.1.1.); (2) \$500 in 2006 from Improve MPD Substation (Physical Environment and Safety 4.1.2.); (3) \$1,000 in 2006 from Regular Meetings with Police (Physical Environment and Safety 4.2.1.); (4) \$20,000 in 2006 from Community Space Study (Human Opportunities 9.2.1.); and (5) \$5,000 in 1998 from Banners and Signs (Community Building and Neighborhood Relations 14.2.2.). The funds are reallocated to the following strategies: (1) \$94,623 in 1998 to Construction Financing Loan Program (Economic Development, Housing and Infrastructure 2.1.3.); (2) \$52,000 in 1998 to Revitalize Business Districts and Commercial Corridors (Economic Development, Housing and Infrastructure 3.2.1.); (3) \$50,000 in 1998 to Infrastructure Improvements and Development (Economic Development, Housing and Infrastructure 3.2.2.); (4) \$500 in 2006 to Form Block Clubs (Physical Environment and Safety 5.1.3.); (5) \$1,000 in 2006 to Community Clean-up Days (Physical Environment and Safety 7.1.1.); (6) \$14,000 in 1998 to Physical Enhancements (Physical Environment and Safety 7.1.2.); (7) \$40,210.22 in 1998 to Youth and Senior Councils (Human Opportunities 11.1.2.) and (8) \$40,000 (\$20,000 in 1998 and \$20,000 in 2006) to Program Planning and Implementation (Implementation 15.1.2.).
- On May 25, 2009, the NRP Director approved a plan modification to revise the wording of East African Police Officer (Physical Environment and Safety 4.1.1.) to include police buy-back programs as an eligible activity under the strategy.
- On November 29, 2010, the NRP Director approved a plan modification to reallocate \$17,245.09 in 2006 from Human Resource Coordinator (Human Opportunities 9.1.1.). The funds are reallocated to the following strategies: (1) \$5,338.18 in 2006 to Safety Coordinator (Physical Environment and Safety 5.2.1.); (2) \$10,812.81 in 2006 to Community Events Coordinator (Community Building and Neighborhood Relations 14.1.3.); and (3) \$1,094.10 in 2006 to Program Planning and Implementation (Implementation 15.1.2.).
- On December 22, 2010, the NRP Director approved a plan modification to reallocate \$20,000 in 1998 from Community Shuttle System (Human Opportunities 12.1.1.) to Program Planning and Implementation (Implementation 15.1.2.).
- On May 2, 2011, the NRP Director approved a plan modification to reallocate \$13,750.26 (9,400.26 in 2006 and \$4,350 in Program Income) to Program Planning and Implementation (Implementation 15.1.2.). The funds are reallocated from the following strategies: (1) \$3,400.26 in 2006 from Home Improvement/Ownership Program (Economic Development, Housing and Infrastructure 2.1.2.); (2) \$4,350 in Program Income from Dania Hall Redevelopment (Economic Development, Housing and Infrastructure 3.1.1.); (3) \$500 in 2006 from Inventory of Neighborhood Resources (Physical Environment and Safety 5.1.2.); (4) \$1,000 in 2006 from Community Clean-up Days (Physical Environment and Safety 7.1.1.); (5) \$500 in 2006 from Reduce Graffiti and Trash (Physical Environment and Safety 7.1.3.); and (6) \$4,000 in 2006 from Annual Service Directory (Human Opportunities 9.3.1.).
- On May 20, 2011, the NRP Director approved a plan modification to revise the wording of East African Police Officer (Physical Environment and Safety 4.1.1.) to include contract security services as an eligible activity under the strategy.

CEDAR-RIVERSIDE NEIGHBORHOOD ACTION PLAN

ACTIVITY	Comments	Contract Administrator																		
ECONOMIC DEVELOPMENT, HOUSING AND INFRASTRUCTURE (page 11)																				
1.1.1. LRT Station Enhancements	Other funds from City, County and others	Public Works																		
2.1.2. Home Improvement/Ownership Program		DFD																		
2.1.3. Construction Financing Loan Program		CPED																		
3.1.1. Dania Hall Redevelopment	Of total allocation, only \$1,068,166.78 was spent	MCDA (now CPED)																		
3.2.1. Revitalize Business Dist. & Com'l Corridors		CPED																		
3.2.2. Infrastructure Improvements and Devl		CPED																		
PHYSICAL ENVIRONMENT AND SAFETY (page 19)																				
4.1.1. East African Police Officer	Funds for outreach, training, etc.	Police, NRP																		
4.1.2. Improve MPD Substation																				
4.2.1. Regular Meetings with Police																				
5.1.2. Inventory of Neighborhood Resources		NRP																		
5.1.3. Form Block Clubs		NRP																		
5.2.1. Safety Coordinator		NRP																		
6.1.1. Install Safety Cameras	Other sources = City and others	Police																		
7.1.1. Community Clean-up Days		NRP																		
7.1.2. Physical Enhancements		Public Works, CPED																		
7.1.3. Reduce Graffiti and Trash		NRP																		
7.1.4. Establish Special Service District		Public Works, NRP																		
8.1.1. Community Gardening Coordinator		NRP																		
HUMAN OPPORTUNITIES (page 33)																				
9.1.1. Human Resource Coordinator		NRP																		
9.2.1. Community Space Study		NRP																		
9.3.1. Annual Service Directory		NRP																		
9.3.2. Community Service Web Site		NRP																		
10.1.1. Youth Sport Teams Uniforms		Park Board																		
11.1.1. Youth and Senior Coordinator/Interns		NRP																		
11.1.2. Youth and Senior Councils		NRP, Hennepin County																		
12.1.1. Community Shuttle System		NRP, Hennepin County																		
COMMUNITY BUILDING AND NEIGHBORHOOD RELATIONS (page 43)																				
14.1.1. Community Gathering Tent		NRP																		
14.1.2. Community Events/Gatherings		NRP																		
14.1.3. Community Events Coordinator		NRP																		
14.2.1. Welcome Packets		NRP																		
14.2.2. Banners and Signs		NRP																		
IMPLEMENTATION (page 45)																				
15.1.2. Program Planning and Implementation		NRP																		