

MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM

CARAG

NRP PHASE II

NEIGHBORHOOD ACTION PLAN

Legal Opinion Reference Date: October 22, 2010

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CARAG Neighborhood Action Plan NRP Phase II

November 16, 2010

CARAG Mission Statement

Our goal is to strengthen our community and our neighborhood identity by forging alliances among residents, local businesses, local institutions, government agencies and private agencies.

Executive Summary

The CALHOUN AREA RESIDENTS ACTION GROUP (CARAG) has worked hard to develop a Phase 2 NRP Action Plan over the last three years. The key steps to accomplishing this Full Action Plan were:

- Implementation of the Phase 1 NRP Full Action Plan and an evaluation of the program.
- A participation agreement that activated a CARAG/NRP Steering Committee to lead the neighborhood to this Plan.
- Numerous conversations, community meetings, surveys, and fliers to request and receive input and comment from all CARAG members and stakeholders.

This NRP Phase 2 action plan focuses on creating a more sustainable neighborhood--in terms of energy, housing, transportation, resources, community building, economic development, etc. This document goes some way to address these issues and the overarching theme. CARAG also dedicates significant resources to addressing crime, which was identified through surveys as the number one concern of CARAG neighbors.

The CARAG NRP Phase 2 Action Plan is summarized on the following page with specific Action Plan strategies contained in this document.

Strategy / Activity	Project Total	Issue Total	% Total
CRIME AND SAFETY (page 7)		\$52,000	6.68%
1.1.1. Energy Efficient Safety Lighting	\$15,000		
1.1.2. Graffiti Prevention	\$10,000		
1.1.3. Crime Prevention Through Environmental Design	\$1,000		
2.1.1. Organize Block and Apartment Clubs	\$5,000		
2.1.2. Neighborhood Safety Committee	\$20,000		
2.1.3. Safety and Crime Prevention Seminars	\$1,000		
2.1.4. Community Oriented Public Safety Initiative	\$0		
HOUSING (page 11)		\$499,000	78.39%
3.1.1. Residential Exterior Improvement Program (1-3 units)	\$210,000		
3.1.2. Residential Exterior Improvement Program (4+ units)	\$210,000		
3.1.3. Garage Improvement Revolving Loan Fund	\$80,000		
3.2.1. Energy Audits	\$3,000		
TRANSPORTATION (page 14)		\$60,000	7.71%
4.1.1. Install Bike Racks	\$5,000		
4.1.2. Install Bike Lockers and Sheltered Racks	\$20,000		
4.1.3. Improve Bike Routes	\$10,000		
4.2.1. Promote HOUR Car	\$5,000		
4.2.2. Promote Public Transportation	\$10,000		
4.3.1. Improve Pedestrian Routes	\$10,000		
ECONOMIC DEVELOPMENT (page 17)		\$20,000	2.57%
5.1.1. Promote Purchasing from Local Businesses	\$5,000		
5.1.2. Exterior Business Improvements	\$15,000		
COMMUNITY BUILDING AND BEAUTIFICATION (page 19)		\$48,000	6.17%
6.1.1. Boulevard Trees and Plantings	\$20,000		
6.1.2. Public Gardening	\$5,000		
6.1.3. Alley Beautification	\$10,000		
7.1.1. Clean Neighborhood Programs	\$1,000		
7.1.2. Water Quality	\$2,000		
8.1.1. Neighborhood Livability and Engagement Committee	\$10,000		
SENIORS (page 23)		\$8,500	1.09%
9.1.1. Volunteer Opportunities	\$500		
9.1.2. Southwest Senior Center	\$8,000		
PARK (page 24)		\$30,000	3.85%
10.1.1. Bryant Square Park	\$30,000		
IMPLEMENTATION (page 25)		\$12,730	0.77%
Staff & Administrative Support	\$12,731		
TOTAL	\$734,321		100.00%
Source: CARAG NRP Phase 2 Allocation	\$636,557		
Source: CARAG NRP Phase 1 Rollover	\$97,674		

Acknowledgments

CARAG would like to thank everyone who volunteered and participated in the neighborhood NRP planning process. Your feedback, ideas and endurance were and still are the keys to our success.

Special appreciation goes to CARAG NRP Steering Committee members: Melanie Clarke, Kay Nygaard-Graham, Jen Nelson, Aaron Rubenstein, Samantha Strong, and Howard Verson. We would also like to thank our city NRP staff person, Robert Thompson, and especially CARAG Executive Coordinator Scott Engel for his assistance and expertise.

NRP Planning Process

CARAG NRP Phase 2 Planning Chronology

October 2007	Participation Agreement approved by CARAG
November 2007	CARAG NRP Steering Committee formed
March 2008	Participation Agreement approved by NRP
October 2008	Town Hall Meeting is held to gather neighborhood input
October 2008	First survey solicits feedback about neighborhood concerns
August 2009	Second survey is completed and mailed to all households, businesses, and property owners
December 2009	Second survey draws a 10% response rate (410 completed surveys) and results compiled by survey expert
January 2010	Town Hall Visioning Workshop held to identify NRP projects based on priorities detailed in the second survey
March 2010	First draft of NRP Phase 2 Action Plan goals, objectives and strategies is written
May 2010	Draft NRP Phase 2 Action Plan presented to CARAG neighborhood
August 2010	Final NRP Phase 2 Action Plan presented to the neighborhood
September 2010	Final NRP Phase 2 Action Plan approved at CARAG Annual Meeting

Neighborhood Information

The CARAG neighborhood is bordered by Lyndale Avenue South, Hennepin Avenue, West Lake Street, and West 36th Street, covering 48 blocks. It is approximately 1/2-mile wide and 3/4-miles tall.

CARAG is located about two miles from downtown Minneapolis, borders both the Uptown and Lyn-Lake business areas, and is just a few blocks from Lake Calhoun, Lake Harriet and Lake of the Isles.

The Calhoun Area Residents Action Group (CARAG) neighborhood association was 'officially' recognized on June 18, 1985. However, the organization started in the mid-1970's in response to proposed high rise development.

Demographics

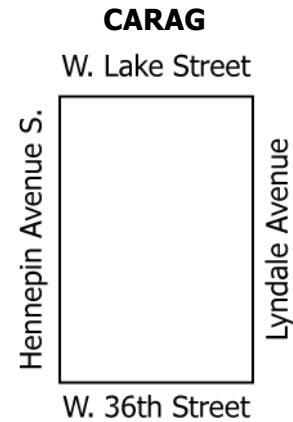
The following figures are from the 2000 Census. CARAG has a population of 5,907 people in 3,491 households. Eighty-one percent of dwelling units are renter-occupied and 19 percent are owner-occupied. Only 742 households (22%) are family households (2 or more people related by blood, marriage or adoption). Of CARAG households, 36 percent have children under 18 years of age.

CARAG's ethnic/racial composition is as follows: 5,087 (86%) Caucasian; 281 (4.8%) Black; 54 (0.9%) Native American; 184 (3.1%) Asian; and 168 (2.8%) Hispanic.

Population Change 1980-2000

Year	CARAG	Minneapolis
1980	6,223	370,951
1990	5,825	368,383
2000	5,907	382,618

Source: 2000 US Census Data



Quick Facts: CARAG

- Total population: 5,907
- Number of households: 3,491
- Renter occupied units: 81%
- Home owner occupied: 19%
- Housing stock built pre-1920: 75%
- Number of churches: 4

Source: 2000 US Census Data

Land Use & Housing

The CARAG neighborhood consists of a central core of apartment buildings, single-family homes, and small businesses, all surrounded by a perimeter of commercial corridors mixed with residential uses. CARAG has an aging housing stock with 75 percent of the residential structures built before 1920.

Many rehabilitation and renovation projects have improved the quality and condition of housing in the community. The CARAG neighborhood was a partner in rehabilitation efforts, devoting over 50 percent of NRP Phase 1 funds to housing. CARAG was able to provide financial assistance for exterior home improvements to over 20 percent of residential properties in the neighborhood.

Over the past decade a handful of redevelopment projects have occurred along the perimeter commercial streets in CARAG. During the mid-2000's a number of apartment buildings in the neighborhood were converted to condominiums or cooperatives, likely reducing the number of rental units in the neighborhood.

Neighborhood Institutions

CARAG has one neighborhood park within its boundaries, Bryant Square Park, with a recreation center located at 31st Street and Bryant Avenue. The recreation center features programs for neighborhood kids, adults, and seniors. Painter Park, which is adjacent to the neighborhood on Lyndale Avenue between 33rd and 34th Streets, also serves the neighborhood.

The Minneapolis Chain of Lakes Regional Park is located within an easy walk or bike ride for residents (approximately 5-6 blocks). The Midtown Greenway is located just a block north of CARAG, running within the 29th Street Rail Corridor.

Four churches are located within CARAG's boundaries to serve the neighborhood and greater Twin Cities population. The churches are Joyce United Methodist Church, Aldrich Presbyterian Church, First Universalist Church, and New Wine Church (at 31st and Aldrich).

While no public schools are located within CARAG's boundaries, students from the neighborhood typically attend Jefferson and Lyndale elementary schools. A charter elementary school is leasing space from the First Universalist Church and Joyce Bilingual Preschool operates out of Joyce Church. Minneapolis Public Schools will be selling the Lehmann Center and it will likely be redeveloped in the next few years.

Walker Library is located nearby at Hennepin and Lagoon avenues. The Volunteers of America--Southwest Senior Center operates nearby at 36th St. & Bryant Ave. S. A nursing care facility/senior residence and a food shelf are also located in CARAG.

Public Agencies

The Minneapolis Police Department's Fifth Precinct is located at 3101 Nicollet Avenue and CARAG's CCP/SAFE contact is Chelsea Adams. CARAG residents have worked actively with the city's CCP/SAFE program and have an identified contact person for many neighborhood blocks. Across 31st Street from the 5th Precinct is the U.S. Post Office for zip code 55408. The Minneapolis Fire Department, Station 8, is located at 2749 Blaisdell Avenue and Station 22 is located at 3025 Market Plaza.

Transportation

CARAG has excellent access to Twin Cities regional freeways. Interstate 35W is located approximately one mile east of CARAG and I-94 is located approximately one mile north. Both freeways provide key access to the regional and statewide highway systems.

City arterial roadways include Lake Street, Hennepin Avenue and Lyndale Avenue. The Minneapolis Plan classifies Lake Street as a "commercial corridor" and Lyndale and Hennepin avenues as "community corridors". Bryant, Dupont and Emerson avenues and 31st and 36th streets are classified as Collector roadways.

CARAG is served by a number of bus routes, providing direct links to downtown Minneapolis, Lyn-Lake, Uptown, the Mississippi River, the University of Minnesota, South Minneapolis, the Southdale area, and downtown St. Paul. Metro Transit bus routes are located on Hennepin, Lyndale, Lagoon, and Bryant avenues and on Lake Street. These bus routes include numbers 4, 6, 12, 17, 21, 23, 53, 113 and 114.

The Bryant Avenue Bikeway is a share-the-road bike facility linking CARAG to the Midtown Greenway, downtown Minneapolis and the River Lake Bikeway.

Sidewalks allow CARAG neighbors to travel on foot for daily errands and activities with many goods and services within walking distance.

Neighborhood History

In 1997, intern Nicholas Herman compiled a Neighborhood Planning for Community Revitalization (NPCR) report entitled "A Brief History of the CARAG Neighborhood." This report is available online at <http://npcr.org/reports/npcr1086/npcr1086.html>.

Crime and Safety

1. Goal: Make physical improvements to increase neighborhood safety.

1.1. *Objective: Make physical improvements that increase the amount of lighting, remove hidden spots for criminals, and create a pleasant environment.*

1.1.1. Strategy: Provide for energy efficient, increased lighting for alleys, yards, and the exterior of residential properties that does not create light pollution or glare.

CARAG will subsidize, with rebates or matching grants, the purchase and installation of exterior lighting, where it doesn't already exist, for residential properties and garages for lighting of doorways, yards, and alleys in order to increase safety. Flood lights and wall packs that broadcast light are ineligible. Fixtures with motion detectors or dusk to dawn sensors are recommended. Fixtures that direct light downward to reduce light pollution and glare are required except for lighting under porch roofs.

CARAG will also promote the use of the City's 311 system to report inoperative city-owned street and alley lighting.

Who will be involved?

- Residents & property owners
- Block & apartment clubs
- CCP/SAFE
- City of Minneapolis 311

Contract Manager: DFD

Budget

Phase 2 \$	\$15,000
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Total NRP	\$15,000
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1.1.2. Strategy: Improve prevention and reporting of graffiti.

CARAG will work with residents, property owners, and city staff to prevent, report, and eliminate graffiti. NRP funds will be used to support printing and mailing costs associated with promoting the city's graffiti reporting system, 311, and to help cover costs for paint and anti-graffiti coatings.

CARAG will promote and help fund graffiti prevention strategies, which could include installing trellises and art installations on garage and building walls near alleys.

Who will be involved?

- Residents & property owners
- Block & apartment clubs
- CCP/Safe
- City of Minneapolis 311

Contract Manager: DFD

Budget

Phase 1 Rollover	\$10,000
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Phase 2 \$	\$0,000
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Total NRP	\$10,000
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1.1.3. Strategy: Promote Crime Prevention Through Environmental Design (CPTED).

Many types of crime can be prevented by designing spaces with "eyes on the street". CARAG will work with residents, property owners, block/apartment clubs, and Minneapolis CCP/Safe to educate and implement CPTED strategies through seminars, on-site visits, etc.

Who will be involved?

- Residents & property owners
- Block & apartment clubs
- CCP/Safe

Contract Manager: DFD

Budget

Phase 2 \$ \$1,000

Total NRP \$1,000

2. Goal: Work together as a community to create a safe neighborhood.

2.1. Objective: Create a safer neighborhood by having residents know and see one another, have shared experiences, and learn and implement safety/crime prevention techniques and strategies.

2.1.1. Strategy: Promote and organize block and apartment clubs.

As neighbors get to know and watch out for one other, people feel safer and crime tends to decrease. CARAG has a small network of block clubs and we will promote and organize even more block clubs, as well as new apartment clubs since many residents live in large apartment buildings. This effort will result in greater neighborhood involvement. Funds may be used for community building, promotion of block/apartment clubs, and support of block/apartment club activities.

Who will be involved?

- Residents & property owners
- CCP/Safe
- Apartment clubs & managers
- CARAG Safety Coordinator

Contract Manager: NRP

Budget

Phase 2 \$ \$5,000

Total NRP \$5,000

2.1.2. Strategy: Create a CARAG Safety Committee.

CARAG will create a Safety Committee to plan, oversee, and execute activities such as block/apartment club organizing, safety seminars, the CARAG Stroll Patrol walking patrol, identify problem properties, and contract with a neighborhood safety coordinator. NRP funds will be used to support committee activities.

CARAG will also hire a part-time Safety Coordinator who will recruit and help train new block/apartment club leaders and support Safety Committee activities.

Who will be involved?

- Residents & property owners
- Block & apartment clubs
- CCP/SAFE
- Businesses
- CARAG Safety Coordinator

Contract Manager: NRP

Budget

Phase 2 \$ \$20,000

Total NRP \$20,000

2.1.3. Strategy: Sponsor safety and crime prevention seminars.

CARAG will sponsor safety and crime prevention seminars and promote them to residents. Seminar topics could include home/apartment safety, personal safety/self defense, car theft and theft from auto prevention, graffiti prevention and reporting, and CPTED.

Seminars will be held at different times--at least one weekday evening and one weekend day--to accommodate different schedules.

Who will be involved?

- Residents & property owners
- Block & apartment clubs
- CCP/Safe
- CARAG Safety Coordinator

Contract Manager: NRP

Budget

Phase 2 \$ \$1,000

Total NRP \$1,000

2.1.4. Strategy: Community Oriented Policing Strategy (COPS).

Target police resources using Community Oriented Public Safety Reserve Fund resources: In 2004, CARAG partnered with the Lowry Hill East and Lyndale neighborhood associations and Community Crime Prevention (CCP)/SAFE to apply for additional police patrols in the three neighborhoods. The neighborhoods were awarded 750 hours of police time for bike, beat and squad patrols. The Police Department was unable to deploy patrols as described in the "COPS" grant description, which called for mostly bike and beat patrols. Instead, mostly squad patrols were deployed, leaving the organizations somewhat disappointed with the results of the "community-oriented" program.

The \$19,500 that was awarded and spent in 2004 was not included in CARAG's Phase 1 NRP plan and so must be part of this Phase 2 plan, though the amount is not included in Phase 2 plan/budget totals as it was an Early Access request.

Who will be involved?

- LHENA/LNA
- CCP/SAFE
- Minneapolis Police Department

Contract Manager: MPD

Budget

2004 COPSIRF \$19,500

Total NRP \$19,500

Housing

3. Goal: Improve the appearance and condition of the exterior of residential properties.

3.1. *Objective: Create a revolving loan fund for housing improvements, including, but not limited to, energy efficiency, structural integrity, appearance, and health/safety projects.*

3.1.1. Strategy: Engage owners of properties with one to three dwelling units to make property improvements.

CARAG will provide funds for exterior improvements to residential properties with three or fewer dwelling units. This program will focus on improving the quality of structures by addressing code compliance/health/safety issues, increasing energy efficiency, and improving the value of properties.

The program will consist of a combination of deferred and revolving loans depending upon income of the property owner, property ownership status, and structure size. Deferred loans may be available to low-income owners. Most of the funds should be used for revolving loans in order to recirculate the funds in the neighborhood over time. CARAG and its housing administrator will develop specific guidelines will be developed after approval of this plan.

Who will be involved?

- Residential property owners
- Construction & design professionals
- CARAG Housing/ Implementation Committee
- CARAG Housing Administrator
- CPED
- Home Loan Program Administrator

Contract Manager: DFD

Budget

Phase 1 Rollover	\$2,000
Phase 2 \$	\$208,000
Total NRP	\$210,000

3.1.2. Strategy: Engage owners of buildings with four or more dwelling units to make property improvements.

CARAG will provide funds for exterior improvements to residential properties with four or more dwelling units. This program will focus on improving the quality of structures by addressing code compliance/health/safety issues, increasing energy efficiency, and improving value of properties.

The program will provide revolving loans--in order to recirculate the funds in the neighborhood over time. CARAG and its housing administrator will develop specific guidelines after approval of this plan.

Who will be involved?

- Residential property owners
- Construction & design professionals
- CARAG Housing/ Implementation Committee
- CPED
- Home Loan Program Administrator

Contract Manager: DFD

Budget

Phase 1 Rollover	\$2,000
Phase 2 \$	\$208,000

Total NRP	\$210,000
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3.1.3. Strategy: Engage residential property owners to make improvements to garages.

CARAG will provide funds for CARAG residential property owners to repair, renovate, or replace their garages. This program will allow property owners to make improvements that make garages more functional and alleys more attractive. This may also help alleviate the parking problem in CARAG by opening up on-street parking spaces for residents without garages.

The program will consist of revolving loans. CARAG and its housing administrator will develop specific guidelines after approval of this plan.

Will be involved?

- Residential property owners
- Construction & design professionals
- CARAG Housing/ Implementation Committee
- CPED
- Home Loan Program Administrator

Contract Manager: DFD

Budget

Phase 2 \$	\$80,000
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Total NRP	\$80,000
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3.1.4. Strategy: Create a target list of 15 to 20 properties for improvement.

The CARAG Housing/Implementation Committee will create a list of the 15 to 20 residential properties most in need of exterior improvements and work with owners to make improvements using CARAG NRP housing programs and other available programs.

CARAG will work with the City’s Inspections Department to develop a method to fairly and quantitatively identify this target list.

Will be involved?

- Residential property owners
- CARAG Housing/Implementation Committee
- CPED
- Home Loan Program Administrator
- City of Minneapolis Inspections

Contract Manager: NA

Budget

Total NRP	\$0
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3.2. Objective: Promote and provide building-specific energy efficiency information so that owners can make well-informed decisions based on need, cost, return on investment and effectiveness.

3.2.1. Strategy: Engage all residential property owners to participate in energy conservation.

CARAG will provide funds to offset the cost of energy conservation/audits for residential property owners. We will promote/partner with existing energy conservation programs and consider the feasibility of developing a CARAG-based energy audit program.

CARAG will encourage owners to use CARAG NRP and/or other home loan programs to improve the energy efficiency of their properties. We will encourage property owners to use energy audit information when considering home improvements.

CARAG will dedicate a portion of these funds to promote participation by CARAG neighbors in the “Community Energy Services” program.

Who will be involved?

- Residential property owners
- CARAG Housing/Implementation Committee
- Energy audit professionals (CEE)
- Utilities (Xcel Energy, CenterPoint Energy)

Contract Manager: NRP

Budget:

Phase 2 \$	\$3,000.00
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Total NRP	\$3,000.00
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Transportation

4. Goal: Promote and facilitate alternative transportation modes and reduce use of and reliance on automobiles.

4.1. Objective: Encourage bicycling by providing and improving bicycle facilities and routes.

4.1.1. Strategy: Install bike racks.

Too few bike racks are placed in convenient places in the neighborhood, leading bicyclists to attach bicycles to sign poles or leave bikes at home. CARAG will work with business and property owners to install bike racks throughout the neighborhood. This will include identifying appropriate locations according to city requirements and working with bike rack suppliers to obtain group installation discounts. The Public Works Department will provide funds for bike racks on public property from its 1:1 matching bike rack program and CARAG will continue the 1:1 match once city funds are exhausted. CARAG NRP funds will provide a match for racks located on private property.

Who will be involved?

- Residents, businesses & property owners
- CARAG Coordinator
- Minneapolis Public Works

Contract Manager: MPW

Budget

Phase 1 Rollover	\$5,000
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Total NRP	\$5,000
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4.1.2. Strategy: Install bike lockers and sheltered racks.

Many CARAG residents--especially our large population of renters--do not have safe, convenient places to store bikes. To encourage bicycling, CARAG will work with renters and owners of larger apartment buildings to install bike lockers and/or sheltered bike racks (like a carport for bikes).

Examples of sheltered bike racks include:

Dero Pocket Shelter (stores 6 bikes \$1,995)

www.dero.com/products/pocket-shelter

Dero Bike Haven (stores 12 bikes for \$6,000)

www.dero.com/products/bike-haven

Who will be involved?

- Residents & property owners
- Transportation/Implementation Committee
- Block & apartment clubs

Contract Manager: DFD/MPW

Budget

Phase 1 Rollover	\$20,000
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Total NRP	\$20,000
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4.1.3. Strategy: Improve bike routes in and near CARAG.

During NRP Phase I, CARAG was instrumental in implementing the Bryant Avenue Bikeway route through the neighborhood. This popular bikeway features signage and 'share-the-road' pavement markings and connects CARAG to the Midtown Greenway, downtown Minneapolis, and the River-Lake Bike Route. CARAG will work with Minneapolis Public Works to further improve this route utilizing federal funding (<http://www.ci.minneapolis.mn.us/bicycles/BryantAveBikeBlvd.asp>).

CARAG will also work with Public Works to update the City's Bikeway Master Plan (<http://www.ci.minneapolis.mn.us/bicycles/bicycle-plans.asp>) to improve bicycle routes in and near CARAG such as:

W. 31st Street

W. 36th Street to Lake Calhoun

Who will be involved?

- Residents & property owners
- Minneapolis Public Works
- Surrounding neighborhoods
- Transportation/Implementation Committee

Contract Manager: MPW

Budget

Phase 1 Rollover	\$7,500
Phase 2 \$	\$2,500

Total NRP	\$10,000
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4.2. Objective: Increase use of shared transportation.

4.2.1. Strategy: Promote HOURCAR memberships.

CARAG will work with the Neighborhood Energy Connection (www.thenec.org) to promote the HOURCAR shared automobile-use program (www.hourcar.org), which has a location in CARAG. This flexibility will allow some residents and families to not own a car or to have one car rather than two. This may also help alleviate the parking problem that affects residents and visitors. CARAG will also work business owners to encourage their employees and customers to use the HOURCAR program.

NRP funds may be used for printing and mailing information to residents on benefits of the HOURCAR program and for obtaining a CARAG resident discount.

Who will be involved?

- Residents & business owners
- Transportation/Implementation Committee
- Neighborhood Energy Connection (HOURCAR)

Contract Manager: DFD/NRP

Budget:

Phase 1 Rollover	\$5,000
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Total NRP	\$5,000
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4.2.2. Strategy: Promote public transportation use and usability.

CARAG will work in partnership with Metro Transit and area businesses to increase transit use by residents, workers, and visitors. This may include:

Promoting use of “Go-To” automated bus cards which improves convenience and speed of bus boarding.

Installing digital bus schedules that give riders real time (GPS) route information.

NRP funds may be used for printing and mailing information, purchase of digital signage, and development of transit incentives with Metro Transit.

Who will be involved?

- Residents & Business Owners
- Transportation/Implementation Committee
- Metro Transit
- Minneapolis Public Works

Contract Manager: DFD/MPW

Budget:

Phase 2 \$	\$10,000
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Total NRP	\$10,000
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4.3. Objective: Promote walking as a primary transit mode.

4.3.1. Strategy: Improve pedestrian routes.

CARAG will work with the Public Works Department to identify and implement pedestrian-friendly infrastructure improvements such as bump-outs, enhanced crosswalks, and completing the sidewalk network.

All infrastructure improvements should follow the Complete Streets philosophy (<http://www.completestreets.org/>) of promoting the optimal multi-use transit solution to accommodate all users (pedestrians, bicyclists, public transit and cars).

Examples of locations for improvements include:

W. 31st St. between Hennepin & Lyndale Avenues: narrow street crossings, slow traffic, paint crosswalks, etc.

W. 36th St. between King’s Hwy. & Lake Calhoun: narrow street crossings, slow traffic, paint crosswalks, add sidewalk on south side of street, etc.

Hennepin & Bryant Avenues: widen sidewalks, narrow street crossings, paint crosswalks, add parking bays with landscaping, etc.

CARAG will also ensure Public Works completes pedestrian counts at locations with high pedestrian volumes such as Hennepin Ave. and Lake St.

Who will be involved?

- Residents & property owners
- Transportation/Implementation Committee
- Minneapolis Public Works

Contract Manager: MPW

Budget:

Phase 2 \$	\$10,000
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Total NRP	\$10,000
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Economic Development

5. Goal: Support local businesses, including small independent businesses which provide special character to the Uptown area and meet everyday needs for shopping and services.

5.1. Objective: Provide opportunities for CARAG, local businesses, and residents to develop relationships.

5.1.1. Strategy: Promote purchasing goods and services from local businesses.

CARAG will work with local businesses and business associations to consider implementing the following initiatives:

Discount cards and specials targeting residents.

Neighborhood business crawls.

Profile local businesses, specials, and events in CARAG communications.

Use local businesses for CARAG supplies and event sponsorship.

Spotlight community-building services (such as meeting spaces for groups and reduced-price bike tune-ups).

CARAG will also work with the Uptown Association and other business associations on ways to encourage small, independent businesses and to address the character and business mix of area business districts and nodes. In responses to CARAG's 2009 NPR Phase 2 survey, *many* residents expressed great concern about the changed character of and business mix in Uptown, about the number of chain stores, and about their disappointment over the diminished number of local, independent businesses that meet local shopping needs.

Who will be involved?

- Residents & businesses
- Local business associations (Lyn-Lake, Nicollet-East Harriet, So. Henn. & Uptown)
- Shop local organizations
- CARAG Coordinator

Contract Manager: NRP

Budget:

Phase 1 Rollover	\$4,500
Phase 2 \$	\$500

Total NRP	\$5,000
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5.1.2. Strategy: Promote Uptown Market.

In 2009 CARAG residents and volunteers from surrounding neighborhoods created the Uptown Market-- an art, crafts and farmer’s market along West 29th Street. CARAG owns the market and will support its activities including: (<http://www.uptownmarket.org/>)

Provide volunteers to organize and manage the market.

Promote the event via the CARAG website, E-Update and Uptown Neighborhood News (UNN).

Support fundraising activities to ensure the market continues.

NRP funds cannot be used to finance market activities.

Who will be involved?

- Residents
- CARAG Coordinator
- Uptown Market Board

Contract Manager: NA

Budget:

Total NRP	\$0
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5.2. Objective: Improve the quality of commercial buildings along Bryant Avenue.

5.2.1. Strategy: Provide funds for Bryant Avenue businesses and commercial property owners to make exterior façade improvements.

CARAG will work with business owners and commercial property owners to make exterior façade improvements that increase safety, enhance businesses' appearance and make businesses more viable. CARAG will target businesses on Bryant Avenue S. where business burglaries, drug dealing and graffiti are common problems. Grant or loan funds may be used to make exterior façade improvements that enhance the building structure, create “eyes on the street”, and improve the general appearance of businesses. CARAG will also work with business and property owners to better maintain buildings in keeping with the high quality of commercial properties within the neighborhood.

Who will be involved?

- Business owners
- Commercial property owners
- CARAG Coordinator

Contract Manager: DFD

Budget:

Phase 2 \$	\$15,000
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Total NRP	\$15,000
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Community Building and Beautification

6. Goal: Improve and green open space throughout the community.

6.1. *Objective: CARAG residents like, and have repeatedly and overwhelmingly asked for, a greener neighborhood--more trees and gardens. We believe this increases the general livability of the neighborhood; increases pedestrian traffic, which also deters crime; increases overall value of the neighborhood; and has a positive environmental effect.*

6.1.1. Strategy: Implement landscaping projects that preserve and increase boulevard trees and plantings.

CARAG will implement public landscaping projects as outlined in the 2000 CARAG Neighborhood Master Plan. For the following projects, NRP funds may be used to purchase and install plants/trees, as well as structural improvements associated with the projects.

East/West streets (back yard streets) will be garden-like boulevards with the planting of perennials and flowering trees filling gaps between taller shade trees. This landscape will provide a better buffer to back yard spaces found along these streets.

North/South streets (front yard streets) will continue to build upon the canopy of elms that once defined the character of these streets. We will work to plant more disease resistant elms and other trees to "fill in" gaps and replace trees that have died.

Of special interest is adding bump-outs with trees to Hennepin and Bryant avenues, as they have no boulevards. Also, CARAG will work with business owners to plant and take care of trees at commercial nodes.

CARAG will work with block clubs, individuals, and groups of residents to promote and provide tree injections to keep existing trees healthy and pest-free.

We will also work to establish a program for residents to get group discounts and sponsor workshops for residents to learn about tree care.

Who will be involved?

- Residents & property owners
- Landscape professionals
- Minneapolis Park and Recreation Board
- Arborists and landscapers
- Business owners
- Minneapolis Public Works
- Arbor Day Foundation, Global ReLeaf Foundation, American Forest Urban Tree program, etc.
- Local nurseries, tree growers

Contract Manager: MPRB/MPW

Budget

Phase 2 \$	\$20,000
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Total NRP	\$20,000
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6.1.2. Strategy: Coordinate with neighboring associations on community gardening, composting, and other beautification opportunities.

CARAG will coordinate with neighboring associations, business owners, and groups to promote community gardens, composting, rain gardens, etc. Beautification efforts increase the sense of safety in our neighborhood by developing a stronger neighborhood presence on each block, at the park, in alleys, at bus stops, and in other public spaces. Public gardening also provides many opportunities for neighbors to meet neighbors.

CARAG will increase the visibility and appreciation of the beauty of the neighborhood through programs such as: annual garden tour, boulevard gardens, and annual plant swap. NRP funds may be used for community building, for promoting these activities, and for educating residents about public gardening (they may not be used for landscaping on private property).

Who will be involved?

- Residents & property owners
- Business owners
- CARAG Livability Committee
- ECCO, East Harriet, and other neighborhood associations

Contract Manager: NRP

Budget

Phase 2 \$	\$5,000
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Total NRP	\$5,000
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6.1.3. Strategy: Beautify and improve the appearance of alleys.

Promote "alley gates" and trash/recycling enclosures to improve the safety and appearance of alleys. This beautification aims to promote civic pride in neighborhoods.

Some examples and possibilities: Denver – art in alleys; Sacramento – pavers; alley walk and garage sale.

As outlined in the CARAG Neighborhood Master Plan, CARAG will work with neighbors, and block and apartment clubs, to reclaim and beautify alleys and integrate them into social and land use patterns.

A program will be created to support neighbors interested in creating visual connections and improvements between residences, rear yards, and alleys and creating opportunities for garden-like transitions between homes and alleys.

Named alleys--with "artful" resident-crafted signs, gardens, and trash/recycling enclosures may replace tall fences to reclaim alleys as a neighborhood amenity rather than being eyesore afterthoughts.

Who will be involved?

- Residents & property owners
- Block & apartment clubs
- CARAG businesses and institutions
- Minneapolis Police Department
- Arts organizations

Contract Manager: DFD

Budget

Phase 2 \$	\$10,000
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Total NRP	\$10,000
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7. Goal: Create a cleaner neighborhood.

7.1. Objective: Create a clean CARAG neighborhood and Lake Calhoun area.

7.1.1. Strategy: Implement clean neighborhood programs.

CARAG will maintain a clean neighborhood through increased resident participation in clean-up programs.

CARAG will work with residents, business owners, and public agencies to develop additional programs to address specific and/or reoccurring trash/litter/graffiti problems. NRP funds may be used for clean up activities including ads, printing, mailings and supplies.

Who will be involved?

- Residents & property owners
- Minneapolis Solid Waste Department
- CARAG businesses & commercial districts

Contract Manager: NRP

Budget

Phase 2 \$	\$1,000
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Total NRP	\$1,000
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7.1.2. Strategy: Water quality/Lake Calhoun improvement.

CARAG will collaborate with area neighborhoods, business owners, and the Minneapolis Park Board to protect and improve the water quality, shoreline, and recreational activities of Lake Calhoun and the Chain of Lakes.

CARAG will work and fund education program(s) and support efforts to diminish water pollution in the Chain of Lakes. NRP funds may be used for printing and mailing of educational materials, offsetting the cost of rain barrels, rain garden workshops and supplies and other improvements that prevent storm water from entering storm sewers.

Who will be involved?

- Residents & property owners
- Minneapolis Park Board
- Minnehaha Watershed District
- ECCO and surrounding neighborhoods
- CARAG Livability & Engagement Committee

Contract Manager: NRP

Budget

Phase 2 \$	\$2,000
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Total NRP	\$2,000
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8. Goal: Create a community where neighbors feel connected and engaged.

8.1. Objective: Encourage activities and opportunities for CARAG neighbors to meet one another, feel informed about the community, and participate in the neighborhood.

8.1.1. Strategy: Support the activities of the CARAG Neighborhood Livability and Engagement Committee.

CARAG, through the Neighborhood Livability and Engagement Committee, will organize community building events and activities that allow CARAG neighbors to meet one another. The committee will continue to organize long standing events such as the Chilly Chili Fest, Super Sale, Garden Tour and Architecture Tour. New events will be considered to engage more neighbors- especially the large rental population and business owners.

CARAG will also continue strategies that engage and inform neighbors about the community including hand-delivered flyers, the CARAG website, social media and the CARAG E-Update email list. The committee will consider creating welcome packets for new neighbors.

Who will be involved?

- Residents & property owners
- Business owners
- Neighborhood Livability & Engagement Committee
- Block & apartment clubs

Contract Manager: NRP

Budget

Phase 2 \$	\$10,000
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Total NRP	\$10,000
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Seniors

9. Goal: Allow seniors to continue to live in their homes and apartments as they age.

9.1. Objective: Provide support to seniors to help them stay in their homes.

9.1.1. Strategy: Organize volunteer opportunities for CARAG residents to help neighborhood seniors.

CARAG will connect seniors with volunteers to help with yard and garden chores such as raking leaves. This may include organizing a CARAG volunteer crew for once a month activities and connecting seniors with neighbors and block club members for shoveling.

CARAG will work with residents and the Southwest Senior Center, operated by Volunteers of America (VOA-MN), to identify seniors in need of assistance.

Who will be involved?

- Residents & business owners
- Block & apartment clubs
- Southwest Senior Center

Contract Manager: NRP

Budget

Phase 2 \$	\$500
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Total NRP	\$500
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9.1.2. Strategy: Support Southwest Senior Center activities and programs.

The Southwest Senior Center, located at 3612 Bryant Avenue S., adjacent to the CARAG neighborhood, has a variety of activities and programs for seniors. Many CARAG seniors use the center for social, educational, nutritional, and social service programs. CARAG will provide financial support to the Southwest Senior Center for facility needs and specific programming.

Facility improvements could include: the purchase of furniture or mounting the PowerPoint projector to the ceiling to eliminate cords which is a fall hazard. Program support may include: activities at Bryant Square Park and intergenerational activities bringing youth and seniors together. Other ideas may include computer and exercise classes.

Who will be involved?

- Residents & property owners
- CARAG Seniors
- Southwest Senior Center
- Bryant Square Park

Contract Manager: Hennepin County

Budget

Phase 2 \$	\$8,000
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Total NRP	\$8,000
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Park

10. Goal: Help improve and maintain Bryant Square Park as an important community gathering, recreational, and green space.

10.1. Objective: Assist Bryant Square Park with upgrades.

10.1.1. Strategy: Provide Bryant Square Park with funding and/or supplies for improvements.

CARAG will support Bryant Square Park as a community center in CARAG.

CARAG may support additional opportunities at the park such as: physical park improvements (landscaping, etc.) as outlined in the 2005 Bryant Square Park Master Plan, and support for community building activities at the park (e.g., "Movies at the Park").

Additional possibilities for improvements and programming include: air conditioning, solar panels, a pool deck canopy, redoing the fields if the skating rink is eliminated, and, as CARAG did in NRP Phase 1, providing funding for summer programs for youth.

Who will be involved?

- Residents & property owners
- CARAG businesses & institutions
- Minneapolis Park Board
- Bryant Square Park

Contract Manager: MPRB

Budget

Phase 1 Rollover	\$30,000
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Total NRP	\$30,000
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Implementation

11. Goal: Maintain the capacity of CARAG and its volunteers to meet neighborhood needs.

11.1. Objective: Ensure CARAG has the organizational support to implement the CARAG NRP Phase 2 Action Plan.

11.1.1. Strategy: Provide resources to hire staff, lease an office and provide administrative support.

Active volunteers are the backbone of the CARAG organization. Yet resources are needed to help volunteers manage and support neighborhood activities and programs.

CARAG will use NRP funds to hire staff, lease office space, and provide for other administrative support such as copies/printing, advertising, maintaining a website, etc.

CARAG will allocate limited NRP Phase 2 funds for this strategy as Phase 1 dollars have been allocated for implementation over the next few years. Phase 2 funds will be used to cover costs of an annual mailing to all residents and absentee and business owners to inform them of CARAG, recruit volunteers, have people sign up for e-updates, etc.

Who will be involved?

- CARAG
- CARAG Coordinator
- Residents & property owners

Contract Manager: NA

Budget

Phase 1 Rollover	\$11,673.82
Phase 2 \$	\$1,057

Total NRP	\$12,730.82
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CARAG NRP Phase 2 Action Plan
Proposed Funding Summary
November 4, 2010

December 15, 2010

STRATEGY / PROJECT	PHASE 1 TOTAL	PHASE 2 TOTAL	PH 2 ISSUE TOTAL	% TOTAL
CRIME AND SAFETY			\$42,000.00	6.60%
1.1.1. Energy Efficient Safety Lighting		\$15,000.00		
1.1.2. Graffiti Prevention	\$10,000.00	\$0.00		
1.1.3. Crime Prevention Through Environmental Design		\$1,000.00		
2.1.1. Organize Block and Apartment Clubs		\$5,000.00		
2.1.2. Neighborhood Safety Committee		\$20,000.00		
<i>2.1.3. Safety and Crime Prevention Seminars</i>		\$1,000.00		
2.1.4. Community Oriented Public Safety Initiative		\$0.00		
HOUSING			\$499,000.00	78.39%
3.1.1. Residential Exterior Improvement Program (1 - 3 units)	\$2,000.00	\$208,000.00		
3.1.2. Residential Exterior Improvement Program (4+ units)	\$2,000.00	\$208,000.00		
<i>3.1.3. Garage Improvement Revolving Loan Fund</i>		\$80,000.00		
<i>3.2.1. Energy Audits & Conservation</i>		\$3,000.00		
TRANSPORTATION			\$22,500.00	3.53%
4.1.1. Install Bike Racks	\$5,000.00	\$0.00		
<i>4.1.2. Install Bike Lockers and Sheltered Racks</i>	\$20,000.00	\$0.00		
4.1.3. Improve Bike Routes	\$7,500.00	\$2,500.00		
<i>4.2.1. Promote HOUR Car</i>	\$5,000.00	\$0.00		
4.2.2. Promote Public Transportation		\$10,000.00		
<i>4.3.1. Improve Pedestrian Routes</i>		\$10,000.00		
ECONOMIC DEVELOPMENT			\$15,500.00	2.43%
<i>5.1.1. Promote Purchasing from Local Businesses</i>	\$4,500.00	\$500.00		
5.1.2. Exterior Business Improvements		\$15,000.00		
COMMUNITY BUILDING AND BEAUTIFICATION			\$48,000.00	7.54%
6.1.1. Boulevard Trees and Plantings		\$20,000.00		
6.1.2. Public Gardening		\$5,000.00		
6.1.3. Alley Beautification		\$10,000.00		
7.1.1. Clean Neighborhood Programs		\$1,000.00		
7.1.2. Water Quality		\$2,000.00		
8.1.1. Neighborhood Livability and Engagement Committee		\$10,000.00		
SENIORS			\$8,500.00	1.34%
<i>9.1.1. Volunteer Opportunities</i>		\$500.00		
9.1.2. Southwest Senior Center		\$8,000.00		
PARK			\$0.00	0.00%
10.1.1. Bryant Square Park	\$30,000.00	\$0.00		
IMPLEMENTATION			\$1,057.00	0.17%
Staff & Administrative Support	\$11,673.82	\$1,057.00		
<i>Italic = New Program</i>				
TOTAL	\$97,673.82	\$636,557.00		100.00%
		\$734,230.82		

CARAG NRP Phase 2 Allocation		\$636,557.00
		\$0.00

View the entire action plan at www.carag.org.

CARAG NRP Phase I Action Plan
Proposed Rollover Amounts Totals

December 15, 2010

#	Strategy Description	Rollover
	HOUSING	
1.2	Old House Seminars	2,042.67
1.3	Housing Preservation Program	9,678.66
2.1	Rental Property Improvements	34,550.00
3.1	Exterior Residential Improvements	9,149.54
	\$55,420.87	
	TRANSPORTATION	
6.1	Transportation Study	0.21
7.3	Neighborhood Bus Stops	47,500.00
8.1	Bryant Avenue Bikeway	1,300.00
	48,800.21	
	ECONOMIC DEVELOPMENT	
10.2	Commercial Corridor Design Loans	3,115.68
10.3	Break in Lake at Dupont & Lake	1,480.46
	4,596.14	
	CRIME & SAFETY	
	Front of Home Lighting	9,000.00
14.1	Block Clubs	1,000.00
	\$10,000.00	
	COMMUNITY BUILDING & BEAUTIFICATION	
17.2	Lake Calhoun	140.04
	SENIORS	
18.2	Southwest Seniors Center	6.30
	ARTS & CULTURE	
19.1	Arts Opportunities	34,131.13
	TOTAL Phase I Rollover:	97,673.82
	CARAG NRP Phase Allocation	636,557.00
	TOTAL: Phase 1 Rollover + Phase 2	734,230.82

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A subsequent modification to the CARAG Action Plan will reallocate the above identified \$55,420.87 from CARAG Housing Strategies to Phase II strategies.

Last Revision: December 14, 2010

CARAG PHASE II ACTION PLAN

ACTIVITY	2004 - EARLY ACCESS		ACTION PLAN		NRP PHASE II TOTAL	PROGRAM INCOME	PHASE I ROLLOVER	CHANGES
	NRP HOUSING	NRP OTHER	NRP HOUSING	NRP OTHER				
CRIME AND SAFETY (page 7)								
1.1.1. Energy Efficient Safety Lighting			15,000		15,000			
1.1.2. Graffiti Prevention					0		10,000.00	1
1.1.3. Crime Prevention Through Environmental Design				1,000	1,000			
2.1.1. Organize Block and Apartment Clubs				5,000	5,000			
2.1.2. Neighborhood Safety Committee				20,000	20,000			
2.1.3. Safety and Crime Prevention Seminars				1,000	1,000			
2.1.4. Community Oriented Public Safety Initiative		<i>see * below</i>			-			
HOUSING (page 11)								
3.1.1. Residential Exterior Improvement Program (1 - 3 units)			208,000		208,000		2,000.00	1
3.1.2. Residential Exterior Improvement Program (4+ units)			208,000		208,000		2,000.00	1
3.1.3. Garage Improvement Revolving Loan Fund			80,000		80,000			
3.2.1. Energy Audits			3,000		3,000			
TRANSPORTATION (page 14)								
4.1.1. Install Bike Racks					0		5,000.00	1
4.1.2. Install Bike Lockers and Sheltered Racks					0		20,000.00	1
4.1.3. Improve Bike Routes				2,500	2,500		7,500.00	
4.2.1. Promote HOUR Car					0		5,000.00	1
4.2.2. Promote Public Transportation				10,000	10,000			
4.3.1. Improve Pedestrian Routes				10,000	10,000			
ECONOMIC DEVELOPMENT (page 17)								
5.1.1. Promote Purchasing from Local Businesses				500	500		4,500.00	1
5.2.1. Exterior Business Improvements				15,000	15,000			
COMMUNITY BUILDING AND BEAUTIFICATION (page 19)								
6.1.1. Boulevard Trees and Plantings				20,000	20,000			
6.1.2. Public Gardening				5,000	5,000			
6.1.3. Alley Beautification				10,000	10,000			
7.1.1. Clean Neighborhood Programs				1,000	1,000			
7.1.2. Water Quality				2,000	2,000			
8.1.1. Neighborhood Livability and Engagement Committee				10,000	10,000			
SENIORS (page 23)								
9.1.1. Volunteer Opportunities				500	500			
9.1.2. Southwest Senior Center				8,000	8,000			
PARK (page 24)								
10.1.1. Bryant Square Park				0	0		30,000.00	1
IMPLEMENTATION (page 24)								
11.1.1. Staff and Administrative Support				1,057	1,057		11,673.82	1
TOTAL	0	0.00	514,000	122,557	636,557	0.00	97,673.82	
APPROVED EARLY ACCESS - COPSIRF	19,500				19,500			
ACTION PLAN REQUEST	0		636,557		636,557			
ADMINISTRATIVE FUNDS IN PLAN	0		31,057		31,057	4.88%		
ADMIN FUNDS FOR HOUSING					26,364			
TOTAL HOUSING ALLOCATION					540,364	84.89%		
AMOUNT AVAILABLE **	0		318,279		318,279			

NOTES:

* - The CARAG, Lowry Hill East and Lyndale Community Oriented Public Safety Initiative (Crime and Safety 2.1.4.) was funded through the NRP Community Oriented Public Safety Initiatives Reserve Fund (COPSIRF) for a total of \$58,575; CARAG's portion of the allocation is \$19,525. Final expenditures for this initiative were \$58,500; CARAG's share of these expenditures is \$19,500. Since the allocation is from the Community Oriented Public Safety Initiatives Reserve Fund, the allocation is not included in the total Action Plan Request calculated above, nor does it count against the neighborhood's Phase II allocation.

** - On December 13, 2010, the City Council adopted a policy that requires each neighborhood to limit its Phase II Neighborhood Action Plan obligations to no more than 50% of their full neighborhood allocation.

CHANGES:

1. **PENDING:** Approval of the Phase II Action Plan reallocates a total of \$97,673.82 in Phase I funds to the following strategies: (1) \$10,000 to Graffiti Prevention (Crime and Safety 1.1.2.); (2) \$2,000 to Residential Exterior Improvement Program (1-3 units) (Housing 3.1.1.); (3) \$2,000 to Residential Exterior Improvement Program (4+ units) (Housing 3.1.2.); (4) \$5,000 to Install Bike Racks (Transportation 4.1.1.); (5) \$20,000 to Install Bike Lockers and Sheltered Racks (Transportation 4.1.2.); (6) \$7,500 to Improve Bike Routes (Transportation 4.1.3.); (7) \$5,000 to Promote HOUR Car (Transportation 4.2.1.); (8) \$4,500 to Promote Purchasing from Local Businesses (Economic Development 5.1.1.); (9) \$30,000 to Bryant Square Park (Park 10.1.1.); and (10) \$11,673.82 to Staff and Administrative Support (Implementation 11.1.1.). (This is Phase I Plan Modification #13 and Phase II Plan Modification #1.)

CARAG PHASE II ACTION PLAN

ACTIVITY	COMMENTS	CONTRACT ADMINISTRATOR
CRIME AND SAFETY (page 7)		
1.1.1. Energy Efficient Safety Lighting		DFD
1.1.2. Graffiti Prevention		DFD
1.1.3. Crime Prevention Through Environmental Design		DFD
2.1.1. Organize Block and Apartment Clubs		NRP
2.1.2. Neighborhood Safety Committee		NRP
2.1.3. Safety and Crime Prevention Seminars		NRP
2.1.4. Community Oriented Public Safety Initiative		Police
HOUSING (page 11)		
3.1.1. Residential Exterior Improvement Program (1 - 3 units)		DFD
3.1.2. Residential Exterior Improvement Program (4+ units)		DFD
3.1.3. Garage Improvement Revolving Loan Fund		DFD
3.2.1. Energy Audits		NRP
TRANSPORTATION (page 14)		
4.1.1. Install Bike Racks	Matching funds to be provided by Public Works	Public Works
4.1.2. Install Bike Lockers and Sheltered Racks		Public Works/DFD
4.1.3. Improve Bike Routes		Public Works
4.2.1. Promote HOUR Car		NRP/DFD
4.2.2. Promote Public Transportation		NRP/DFD/Public Works
4.3.1. Improve Pedestrian Routes		Public Works
ECONOMIC DEVELOPMENT (page 17)		
5.1.1. Promote Purchasing from Local Businesses		NRP
5.2.1. Exterior Business Improvements		CPED
COMMUNITY BUILDING AND BEAUTIFICATION (page 19)		
6.1.1. Boulevard Trees and Plantings		MPRB/Public Works
6.1.2. Public Gardening		NRP
6.1.3. Alley Beautification		DFD
7.1.1. Clean Neighborhood Programs		NRP
7.1.2. Water Quality		NRP
8.1.1. Neighborhood Livability and Engagement Committee		NRP
SENIORS (page 23)		
9.1.1. Volunteer Opportunities		NRP
9.1.2. Southwest Senior Center		Hennepin County
PARK (page 24)		
10.1.1. Bryant Square Park		MPRB
IMPLEMENTATION (page 24)		
11.1.1. Staff and Administrative Support		NRP