



6. Implementation

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6.1 Overview

Full implementation of this Plan will result in a new environment on Lowry Avenue. In thirty years hundreds of additional households may live in Lowry Avenue developments. Dozens of businesses will be thriving, and local institutions will be strong. Sidewalks will be busy. Biking will be a viable choice for almost everyone. Transit service will be improved. Perhaps most importantly, residents of North Minneapolis will exude a sense of pride that Lowry Avenue is one of their prized places. Living on, working on and spending on Lowry Avenue will be in itself an act that people take pride in. Neighborhoods will show loyalty to Lowry Avenue businesses, which will in turn be responsiveness to community needs.



But these improvements won't happen overnight, nor will they come about if there is little commitment and time investment. Revitalization of Lowry Avenue will be a long term endeavor. There has been a market shift toward investing in core cities, but larger investments will continue to wait for recovery in the real estate market, which is contending with conditions such as tight credit markets, the constrained budgets of public agencies, and consumer trepidation.

The good news is that, while market recovery proceeds, there is much that can be done in the near term. The Lowry Avenue community can prioritize two kinds of efforts that will establish momentum for change.

- **Stabilize and improve the existing commercial infrastructure.** This means making small scale investments such as façade improvements, providing support for existing businesses, and recruiting businesses to fill existing vacant commercial space.



- **Create organizational capacity and build relationships.** Much can be done to build the collaboration that is needed to effectively undertake the full menu of Lowry Avenue improvements. It involves strengthening leadership, engaging key stakeholders and partners, and clarifying roles.

6.2 Organizational Strategies

While many strategies for improving Lowry Avenue have been given their due in preceding chapters, more should be said about building the organizational capacity and focus that is required to accomplish the objectives in this plan. The strategies identified above are little more than a wish list unless real people and organizations take ownership over them and do the hard work required to advance them. The following organizational strategies should be carefully considered for immediate action in order to support and advance the many and varied strategies identified in this plan.

- **Organizational leadership.** While leadership will be required at many levels, in most cases an overall lead organization is best suited to advance a revitalization agenda over time. The lead organization would keep the agenda in mind, build partnerships with the other organizations and stakeholders necessary for advancing various strategies, and advocate for its completion. Although there are multiple options for this lead organization forms, and it could change over time, the five neighborhoods adjacent to Lowry Avenue have already exercised leadership by stepping up, raising funds, and highlighting the importance of this neighborhood corridor. They



have demonstrated dedication to the cause, and for that reason may be best suited to playing an initial lead role in advancing it--perhaps augmented by additional residential and business representation. Because a collaboration of this kind can face challenges in making efficient decisions and playing an executive role, bringing on staff support dedicated to Lowry Avenue will be important.

- **Staffing.** The path of least resistance for staffing Lowry Avenue initiatives may be to apply for programmatic grant resources, and staff such programs one by one under the management of the existing neighborhood or business organizations. A case can be made for creating a position that offers more comprehensive support for Lowry Avenue initiatives. Then programmatic funding would be administered by that position to the extent that it matches the skillset of the staff person. This could be structured as an employee of one of the neighborhood organizations. It could be a contracted individual. Or it could be managed through a contract with an existing organization (e.g. West Broadway Coalition, Lake Street Council) for some of the time of an employee of that organization.
- **Business organization.** The business community on Lowry can play a key role in advancing a number of the plan strategies. A reenergized Lowry Avenue Business Association can exert positive peer pressure that can yield outcomes such as spruced up buildings and joint marketing.
- **Partnerships.** Reaching out and building partnerships with other organizations and stakeholders builds capacity for accomplishing the plan objectives. Near term conversations should include meetings with the following parties: business owners, organizations that offer business resources and support, prospective developers, City development staff, Hmong business owners, area churches, principals of neighborhood schools, and North Memorial Hospital. Some of these initial conversations should be strategy sessions related to near term priorities and how to collaborate on strategies. Others would focus on raising awareness and interest, with more tangible outcomes emerging over time.
- **Implementation champions.** Ongoing advocacy for attention to, and resources for, Lowry Avenue is critically important. Advocacy should come from multiple stakeholders, key among which are the neighborhood organizations and the residents they serve, the business community, and elected officials including the City Council members whose wards include Lowry Avenue.



6.3 Implementation Matrix Business Development

Objectives	Strategies	Who	When
Support Existing Businesses	Make technical support available to existing businesses	City, Service providers	Near Term
	Offer financial support for business improvements	City, Others	Near Term
	Provide a coordinated approach to challenged or “problem” businesses	City, Business Organization, Community	Near Term
	Organize block club adoption of local businesses	Community	Near Term
Improve business districts	Create and implement a marketing strategy for Lowry	Business Organization, Community	Medium Term
	Start a “Shop Local” campaign	Business Organization, Community	Medium Term
	Stage more Lowry Avenue focused events	Business Organization, Community	Near Term
	Make incremental design improvements to foster distinctive and attractive places	Business Owners, Business Organization	Ongoing
	Pursue creative interim and temporary uses for vacant property	City, County, Community	Near to Medium Term
Attract new businesses	Develop and implement a marketing plan to attract new businesses to Lowry	Business Organization, Community	Near to Medium Term
	Recruit target retail and service businesses	Business Organization, Community	Near to Medium Term
	Explore the expansion of destination market niches	Business Organization, Community	Near to Medium Term
	Explore the creation or identification of financial incentives to attract target businesses	Business Organization, Community, City	Medium Term
	Staff these and other efforts w/ a Lowry Avenue improvements coordinator	Business Organization, Community	Near to Medium Term

near term = 1-3 years
medium term = 3-7 years
long term = 7+ years

6.3 Implementation Matrix Commercial and Housing Redevelopment

Objectives	Strategies	Who	When
Cultivate developer interest	Create and implement a marketing strategy to attract developers	Community, City	Near Term
	Address problem properties and other deterrents to new development	Business Owners, Business Organization	Ongoing
Offer tangible support	Continue to do strategic site assembly	City, County, Development Partners	Ongoing
	Develop and utilize creative financial support for new development	City, County, Community	Near to Medium Term
Enhance residential market	Create and utilize branding for Lowry Avenue as a great place to live	Community	Near Term
	Rezone property to support long range land use guidance	City	Near Term
	Promote a wider mix of housing types on Lowry	Business Organization, Community	Medium Term
	Identify and cultivate a range of target residential markets	Business Organization, Community	Medium Term
	Promote employer assisted housing with large area institutions	Business Organization, Community	Near Term

near term = 1-3 years
medium term = 3-7 years
long term = 7+ years

6.3 Implementation Matrix Transportation and Infrastructure

Objectives	Strategies	Who	When
Improve pedestrian facilities	Improve public pedestrian facilities w/ new development	Developer	Ongoing
	Improve front door to sidewalk connections w/ new development	Developer	Ongoing
	Review and improve signal timing at key intersections	City	Near Term
	Install signal countdowns	City	Medium Term
	Improve quality of crosswalk markings at Penn & Emerson-Fremont	County, City	Long Term
	Create green streets at 4th Street, Humboldt Ave, and 31st Ave	City, Developer	Long Term
	Utilize enforcement and education to prevent parking near crosswalks	City	Medium Term
Improve bicycle facilities	Improve the Lowry Avenue bike lane connection to Victory Memorial Drive	County, City	Medium Term
	Implement additional bicycle facilities on 33rd, Penn, Irving and Upton	City, Community	Long Term
	Expand bike share program to Lowry	Nice Ride	Medium Term
Improve transit facilities	Improve bus stop facilities w/ new development	Developer, Metro Transit	Ongoing
	Build transit hub at Lowry & Emerson or Lowry & Penn	Metro Transit	Long Term
	Improve frequency of local bus service	Metro Transit	Long Term
Improve mode share	Work w/ local employers & institutions to provide incentives for using alternatives to driving	Employers	Near to Long Term
	Encourage local employers to adopt employer assisted housing programs	Employers	Medium to Long Term
Improve street system	Pursue traffic calming measures on the Emerson-Fremont one way pair	City	Long Term

near term = 1-3 years
medium term = 3-7 years
long term = 7+ years