

MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM

**AUDUBON PARK
NEIGHBORHOOD
ACTION PLAN**

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Audubon Park
Comprehensive Action Plan
Submitted to
Neighborhood Revitalization Program
Bob Miller, Director
by
Audubon Improvement Association
on Behalf of its Membership
March 20, 1996;
including modifications suggested by the
Management Review Team and authorized by
the Audubon Park NRP Steering Committee and
Board of Directors.

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Audubon Park Neighborhood Action Plan -
Neighborhood Description -

Neighborhood Description

The Audubon Park neighborhood in northeast Minneapolis is bounded by Lowry Avenue and St. Anthony Parkway on the south and north, and Central Avenue and Stinson Boulevard on the west and east. It consists of mostly older, owner-occupied, single dwelling structures. Eighty-two percent (82%) of the structures in Audubon Park are single dwelling, the overall rate of homestead status in 1992 was 83%, and 96% of all housing structures were built before 1960. Because of the age of housing structures in Audubon Park, it is not surprising that the rate of substandard residential structures (265, or 13% of 1,972) is above the city-wide rate of 10%. In 1990, there were 5,667 people, occupying 2,376 households, in Audubon Park. While the residents of the neighborhood are predominately white (95%), the population of other racial and ethnic groups increased from 1980 to 1990. Approximately two-thirds of the population is 25 years or older, with the remaining third split fairly evenly among the residents under 25 years of age. Over one half (58%) of the households in Audubon Park are family households. The percent of these households with children under 18 (43%) is slightly below the city-wide average. Neighborhood mobility has decreased and has appeared to stabilize since 1991. The 1993 mobility rate was 9.4, compared to 13.2 citywide. Unfortunately, the rate of families below poverty did not see the same decrease. From 1979 to 1989 the percent of families below poverty increased approximately 90 percent to a rate of 6.5%, and the rate of persons below poverty increased from 6.4 to 8.5%.

However, these rates are significantly below the 1989 city-wide rates of 14.1 and 18.5 respectively.

The neighborhood has two commercial centers located either entirely or partially within its boundaries. The 'Johnson Street Corridor', located within the boundaries of Audubon Park, contains service oriented businesses. Two hospital-backed clinics, a coin laundry, hardware store, a bakery, restaurants, and other businesses can be found in this corridor. A northeast landmark, the now closed Hollywood Theater is also located here. The other Commercial Corridor is Central Avenue. Ten northeast neighborhoods have Central Avenue as one of their borders, making this Avenue a Neighborhood Commercial Corridor in the truest sense of the word. Businesses found on Central Avenue include: auto dealers (since at least the turn of the century), restaurants, social services, retail, industry, award winning delicatessens, service, and many others.

The neighborhood park, of the same name, is centrally located. Its green areas are used for football, soccer, and baseball. It has basketball and tennis courts, and a sandy playground area with play equipment. Additionally, there is a bowl-shaped hill in the park which gets used in the winter as a sledding area. The Audubon Park neighborhood also shares part of wooded Deming Heights --location of the highest point in Minneapolis - with the Waite Park neighborhood to the north. St. Anthony Parkway and Stinson Boulevard also provide some green spaces for the neighborhood.

Audubon Park Neighborhood Action Plan
- NRP Process -

N R P P r o c e s s

The Audubon Park neighborhood began its Neighborhood Revitalization Program (NRP) planning process in the spring of 1994 with an application to be a June Neighborhood.' A number of people who had been active in neighborhood issues began attending the NRP training classes. Over several meetings this group, the steering committee seed, wrote Audubon Park's Participation Agreement and initiated a neighborhood wide survey completed in June. Although the response rate of the survey was lower than expected (196, or approximately 8%, of 2200 were returned), the results do seem to reflect an accurate view of the neighborhood. Additionally, the survey generated thirteen (13) pages of comments.

In August of the same year, the Audubon Improvement Association conducted a neighborhoodwide Issues Identification Meeting. This meeting drew an estimated 75 people (66 registered, but we all know not everyone signs in). As much a social event as a working one, this meeting generated great results. Six issue areas were identified: Physical Environment, Central Avenue, Commercial Development, Community/Youth, Housing, and Traffic, rough goals for those areas were drafted, and six working groups were formed to start pursuing solutions to the identified concerns.

Over the next six months many meetings, covering a wide range of topics were attended by scores of people. The Central Avenue and Commercial Development groups were combined in this period because both were following many of the same paths, and it

seemed a waste of volunteer time to keep them separate. Also during this time, the initial timeline was revised. Instead of aiming for completion of 'First Step' in late March, the completion date was pushed back to late May to allow for a better plan. Research done for each of the issue areas, including Business and Rental Property Assessments, allowed the creation of objectives under each of the goals, which themselves were refined.



Ratification Picnic, May 20, 1995

On February 27 1995, approximately 90 people, 48 of which had never been to (or never signed in at) an Audubon Neighborhood Association meeting, attended a second neighborhood-wide meeting. Results of this meeting include the official formation of the Steering Committee, ideas for a Vision Statement, and a neighborhood prioritization of issue areas and objectives. The prioritized order of issue areas is: 1) Housing, 2) Community/Youth, 3) Commercial Development, 4) Physical Environment, and 5) *Traffic.*

Audubon Park Neighborhood Action Plan - NRP Process -

The next two months saw almost as many meetings as the previous six. These meetings focused on Housing, the number one priority. The attention at Housing meetings was directed at the objective that received over half the Housing votes. The Steering Committee finished completing the Vision Statement and directed the strategy development for the other areas of the Action Plan. The timeline was again revised; this time forward. The reason for this revision was to have action instead of words. It had been almost a full year of process, meeting attendance was beginning to fall off, and the First Step Action Plan was so close.

Between May 1 and 4 1995, the Steering Committee and the Board of Directors approved the Action Plan draft, which included the proposed First Step action. The Action Plan was mailed to over 2,200 households and over 130 absentee landlords with a postcard that they all could use to vote on the plan. A third neighborhood meeting, part celebration of the completion of the Action Plan Draft, part neighborhood ratification, and part ten year anniversary celebration was held on May 20, 1995.

In July 1995, the neighborhood began implementing its First Step - a \$550,000 home improvement program. With over 130 applicants from all corners of the neighborhood, this program has proven to be very successful. Of these funds, over \$200,000 has been placed in a revolving pool, to help ensure the programs continuation.

Committee activity slowed for two months and then began again in earnest. A Town Meeting was held on December 2,

which served as a final 'check in' to determine if the plan was still on track, a chance to add any new information, and as a kick off for the last push to complete the plan. Resource people from various City departments and other groups helped over 70 people finish filling in the plan's thin spots, which allowed the committees to complete the details after the holiday break.

What follows is Audubon Park's comprehensive neighborhood Action Plan.

Vision Statement

The Audubon Park neighborhood envisions itself as one that nurtures successful living and exhibits pride and a strong sense of community. We, those who live, work, and play here, must:

- Have a high degree of civic responsibility;
- Acknowledge and appreciate diversity; and
- Treat one another with fairness and respect.

Furthermore, we must provide:

- A safe and economically strong neighborhood, where well maintained and diverse housing is available;
- A variety of services and resources to all people who live, work, and play in the neighborhood;
- A clean, healthy, and attractive environment; and
- Opportunities and encouragement for people to become active in the community.

**Audubon Park Neighborhood Action Plan -
Comprehensive Plan Overview -**

Plan Overview

The following 40 pages contain strategies that address all manner of concerns to Audubon Park - its residents, business people, property owners, and visitors. Below is an overview of the Audubon Park Neighborhood Action Plan

Housing: This section, to which over \$1.4 million is dedicated, contains numerous housing programs and related purposes that address the four housing related issues in the neighborhood: housing stock improvement, maintenance/management, home ownership, and tenant/landlord issues. Housing stock improvement programs include a \$1 million home improvement loan program, a separate program which focuses on the most distressed area of the neighborhood, and demolition of hazardous/boarded property. Maintenance/management strategies include a Citizen Inspectors program, property maintenance education, and recognition for outstanding work. The home ownership issue is addressed through marketing and a home buyer assistance program. Finally, strategies addressing landlord/tenant issues include mediation and resolution of problem property issues, building a rental property owners group, and increasing community opportunities for and rights and responsibility awareness of renters through events and education.

Community & Youth: Strategies in this section address areas as varied as safety and crime prevention, social services, rehabilitation and construction of public facilities, and administrative needs. Programs to increase the number and activity of neighborhood block clubs, and supporting the completion of the NE Resource Clinic address the first two issues while improvements to Audubon Park constitute the primary strategies for the rehabilitation of public facilities.

Administrative needs are dealt with through programs and projects designed to maintain an awareness of and participation in neighborhood revitalization program activities.

Commercial Development: The majority of programs in this section focus on commercial property improvement,

Commercial corridor improvements, loans to new businesses, and renovation of neighborhood commercial properties. Other strategies include marketing efforts and a multi-neighborhood development plan for Central Avenue.

Physical Environment: Rehabilitation and construction of public facilities constitutes the major effort in this section. Neighborhood clean up events, tree planting, a community garden, and litter containers in commercial corridors are among those that will accomplish this. Minor administrative efforts include neighborhood signs and a referral program for those who need property maintenance assistance. Other strategies included in this section are more formally addressed in the Housing, Community & Youth, and Commercial Development sections.

Transportation & Safety: Programs in this section focus on both the rehabilitation and construction of public facilities and crime and safety issues through various means. Strategies addressing the former include: creation of bicycle lanes, an examination of and solutions to current and future public transportation needs, and the possible establishment of an alternative transportation option for neighborhood residents. Traffic calming and redirection methods, lighting and visibility programs included in this section address neighborhood safety and crime prevention concerns.

Audubon Park Neighborhood Action Plan - Comprehensive Plan Overview -

While on the surface these programs and events may appear isolated, they are not. During the planning process, it became clear that even a single neighborhood displays characteristics of a complex system. In other words, it became clear that while each issue area stood on its own, they are in fact interrelated. For example: more traffic can make the streets less safe for pedestrians while potentially increasing sales for certain businesses. This greater traffic volume can also *affect* the likelihood of families purchasing homes, which- in turn may increase the number or rental properties. This in turn may amplify or dampen the effects of other programs and events. Even a slight change in any one area can result in unforeseen effects in one or more other areas.

In order to reflect this, the neighborhood has included several strategies in different sections of its plan. One example is that both Housing and Physical Environment contain a strategy relating to improvements to the exterior of residential properties.

Some strategies, most notably in the Commercial Development and Transportation & Safety sections have identified NRP funds as a source of funding, but have not clearly stated what these funds are to be spent on. A strategy in the Commercial Development sections states that \$500,000 is to be spent on "corridor improvements," but does definitively state what those improvements will be. Instead a list is given in the text, but even this list is not exhaustive. Other strategies throughout the plan

contain more specific projects, but the funding set aside may not be entirely needed. The \$30,000 set aside for the demolition of neighborhood '249' properties may not be entirely used - especially if the other programs are successful.

As a result, the neighborhood recognizes that as things change, the strategies herein may no longer have the same level of importance or warrant the investment indicated, and therefore may need to be revised. It is anticipated that any plan modification will involve reallocation of funds from one strategy to another. The neighborhood's highest priority - home improvement loans - will be the most likely "target" of reallocated funds. The Audubon Improvement Association will use the NRP policy on *Changing Approved Action Plans* to guide the modification process should the need arise.

Finally, the neighborhood understands that 1) NRP is only a short term program for each neighborhood, 2) even \$2.8 million is not enough to begin to "solve the neighborhood's problems," and 3) sustainability after NRP is an issue that needs to be addressed. Therefore, it is the intent of the neighborhood to search for other funding sources to augment and/or replace NRP funding for neighborhood programs, implement programs not allocated NRP dollars, and help sustain the neighborhood organization after NRP.

**Audubon Park Neighborhood Action Plan
- Housing -**

OBJECTIVE 1

- **Provide incentives for property owners to maintain and enhance their property.**

STRATEGY A: Provide low interest/forgivable loans to property owners for property improvements.

In its First Step, the neighborhood implemented the initial round of funding for this program. The program includes a Revolving Low Interest Loan Pool, a Matching Forgivable Loan Pool, and a Forgivable Loan Pool.

The neighborhood will continue this program, and using information gathered from the first and succeeding rounds of funding, the loan program strategies and guidelines will be refined and expanded to maintain a high level of interest and benefit to the neighborhood. Additionally, the neighborhood will reserve a portion of funds for projects in the area of the neighborhood that contains the highest concentration of substandard properties - Central Avenue to Fillmore Street. It is anticipated the low interest loan pool will revolve every two years starting in 1998.

Project for Pride in Living (PPL) will continue to administer the program and Northeast State Bank (NESB) will act as the neighborhood's fiscal agent.

	BUDGET
First Step	\$ 250,000
Early Access	300,000
1996	
NRP	\$ 500,000
Reserved (NRP)	200,000
NESB	75,000
Private (est.)	150,000
Total	\$ 1,250,000

Funding: NRP (\$1,250,000), Northeast State Bank (\$75,000), Private (\$150,000 - estimate)

Committed Participants: Audubon Improvement Association, Project for Pride in Living, and Northeast State Bank.

Timeline: 1996 (and continuing with revolving funds)

NRP Statute: Housing Rehabilitation

Audubon Park Neighborhood Action Plan
- Housing -

STRATEGY B: Promote property maintenance education.

In conjunction with Community Education, the neighborhood will offer free home improvement seminars to neighborhood residents. Seminars will be held in the spring and fall and will focus on seasonal needs.

Home Improvement Seminars	
NRP	\$ 500
Community Education	200
	\$ 1,000

Funding: NRP (\$500), Community Education (\$500)

Committed Participants: Audubon Improvement Association, Community Education

Timeline: 1996 -2000

NRP Statute: Housing (Education)

STRATEGY C: Recognize and promote good property management and maintenance

	BUDGET
Recognition Program	\$ -

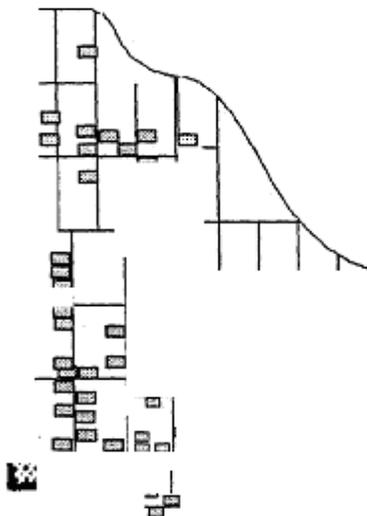
Create a recognition program with multiple categories (e.g. most improved property, best landlord/tenant, etc.) to recognize individuals who contribute to their community by efforts related to housing issues.

Funding: n/a

Committed Participants: Audubon Improvement Association

Timeline: 1996 - 2000 (continuing)

NRP Statute: Administration



Audubon Park's substandard residential properties (Rank 7-9; 6 and above are considered substandard) - approximate locations. The area between Central Avenue and Fillmore Street is also shown. Data: Planning, 4/94

Audubon Park Neighborhood Action Plan
Housing -

OBJECTIVE 2

- **Improve the housing stock in the neighborhood by working with public and private agencies.**

STRATEGY A: Rehab or, if necessary, demolish identified distressed property to prevent further deterioration of the neighborhood housing stock and maintain home ownership.

The neighborhood will work with Project for Pride in Living to identify vacant and for sale properties in the area between Central Avenue and Fillmore Street that may benefit from moderate rehabilitation. The neighborhood will provide funds to facilitate the rehabilitation of identified properties, and anticipates being able to participate in approximately six projects. The amount of neighborhood commitment will be approximately \$16,000 per project (\$100,000 ÷ 6). Rehabilitated properties will be sold to owner occupants.

Additionally, the neighborhood will work with MCDA to identify possible alternatives for those properties that may be beyond moderate rehabilitation (e.g. RIF, Vacant House Recycling Program, New Housing Program, etc.).

Furthermore, if any neighborhood property is added to the City's '249 list', the neighborhood will, in order to facilitate demolition, contribute to the cost of the project. The neighborhood will fund up to one half of demolition costs (up to \$10,000 per year), provided the City of Minneapolis matches the neighborhood contribution on a one to one basis.

BUDGET	
Rehabilitation	
NRP	\$ 100,000
PPL (estimate)	450,000
249" demolition	
Early Access	\$ 50,000
City of Minneapolis	30,000
Total	630,000

Funding: NRP (\$150,000), PPL (\$450,000 - estimate), City of Minneapolis (\$30,000)
Committed Participants: Audubon Improvement Association, MCDA, City of Minneapolis
Timeline: 1997 - 2000 (Rehabilitation), Present - 1998 (Demolition)
NRP Statute: Housing Rehabilitation, Home Ownership, Vacant/Boarded Housing Removal

**Audubon Park Neighborhood Action Plan
- Housing -**

STRATEGY B: Establish a neighborhood Citizen Inspectors program.

BUDGET	
Citizen inspectors	
NRP	\$ 600
Inspections (forms year 1)	200
	\$ 800

Work with Housing Inspections to create a Citizen Inspector program in the neighborhood. Inspections Department will provide the forms for the first year, and NRP funds will be used for other needs (name badges, clip boards, prominent identification, forms for succeeding years, etc.). The Audubon Improvement Association will administer the program.

Funding: NRP (\$600), Inspections (\$200)

Committed Participants: Audubon Improvement Association, Housing Inspections

Timeline: 1996 - 2000 (continuing)

NRP Statute: Blight

OBJECTIVE 3

- Encourage well maintained and managed rental properties.

STRATEGY A: Work to resolve issues around problem properties.

BUDGET	
Problem Properties	\$ -

The neighborhood will coordinate efforts to fairly identify "problem" properties, issues, and solutions through dialogue with affected tenants, landlords, residents, and block leaders. Representatives from CCP/SAFE will be involved in crime and police issues, Housing Inspections with housing issues, Department of Health with health and safety issues, and the Department of Neighborhood Services with tenant/landlord issues.

Funding: n/a

Committed Participants: Audubon Improvement Association, CCP/SAFE, Housing Inspections, and Department of Neighborhood Services

Timeline: 1996 - 2000 (continuing) NRP

Statute: Housing, Administration

**Audubon Park Neighborhood Action Plan
- Housing -**

STRATEGY B: Assist landlords to provide for well-managed rental property in the neighborhood.

The neighborhood will provide its landlords with information about tenant/landlord rights and responsibilities, good screening practices, and other legal issues relating to owning rental property by becoming, on behalf of Audubon Park landlords, a member of

Minnesota Multi Housing (MMH). MIAH publications will be made available for viewing at the Northeast Library.

In addition, the neighborhood will take an active roll in building the Northeast Rental Property Owners Group. Audubon Improvement Association will work with CCP/SAFE to provide administrative and operational support to this group for three years. This support will begin with the equivalent of 100% support and will diminish by thirds over the following two years. The goal is to have the Northeast Rental Property Owners Group be self sufficient after the three year period.

BUDGET	
Minnesota Multi Housing	
Membership	\$ 450
Northeast Rental Property	
Owners Support	7,200
Total	\$ 7,650

Funding: CCP/SAFE (\$7,200), Other Sources (\$450)

Committed Participants: Audubon Improvement Association, CCP/SAFE

Timeline: 1996 -1998

NRP Statute: Housing

STRATEGY C: Increase opportunities for tenants to feel more like part of the community.

BUDGET
see community & Youth, Objective 1

The neighborhood will use the ratio of renters to homeowners as one criteria for establishing the priority for doorknocking in the effort to create block clubs (see Community & Youth, Objective 1), and the funding of block club grant proposals (ibid).

Funding: NRP

Committed Participants: Audubon Improvement Association, CCP/SAFE

Timeline: 1996 - 2000

NRP Statute: Safety and Crime Prevention

*Audubon Park Neighborhood Action Plan
- Housing -*

STRATEGY D: Increase awareness of tenant's rights and tenant advocacy groups.

		BUDGET
Tenant's Awareness	\$	100

Annually produce and distribute a "Tenant Fact Sheet" which will contain tenant's rights information as well as information about various tenant advocacy groups.

Additionally, highlight current rental property issues affecting tenants in *Audubon Neighbors*, the neighborhood newsletter.

Funding: CCP/SAFE (\$100)

Committed Participants: Audubon Improvement Association, CCP/SAFE

Timeline: 1996 - 2000 (continuing)

NRP Statute: Administration



Early Access'249' Demolition - 2640/2 Polk Street NE

**Audubon Park Neighborhood Action
Plan - Housing -**

OBJECTIVE 4

- **Market/promote the neighborhood in order to attract new owner occupants.**

STRATEGY A: Develop marketing strategies that promote neighborhood housing programs and available incentives.

BUDGET	
Tenant's Awareness	\$ 100

The neighborhood association will market available programs and initiatives through various means and media (e.g. *Audubon Neighbors*, newspaper articles, flyers, advertising, etc.).

Funding: n/a

Committed Participants: Audubon Improvement Association

Timeline: 1996 - 2000

NRP Statute: Administration

STRATEGY B: Increase awareness of first-time home buyer programs available.

BUDGET	
Home Buyer Assistance	\$ -

Through marketing strategies above and contact with Northeast Realtors, increase awareness of available "down payment assistance" programs. The neighborhood will work with organizations that offer these programs in order to have flyers and brochures available for prospective buyers. Additionally, the neighborhood will work with organizations to publicize various home buyer seminars and classes.

Funding: n/a

Committed Participants: Audubon Improvement Association, MCDA, Local Realtors

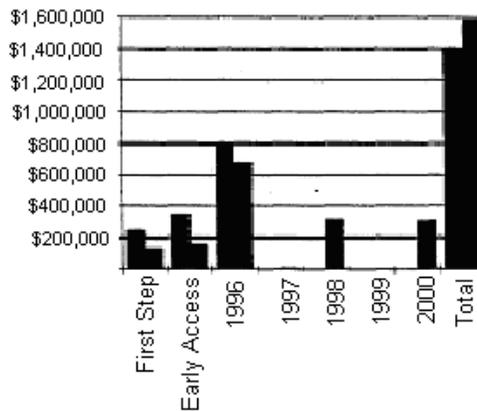
Timeline: 1996 - 2000

NRP Statute: Administration, Home Ownership

Audubon Park Neighborhood Action Plan - Housing -

	A	B	C	D	E	F	G	H	I	J
1		First Step	Early Access	1996	1997	1998	1999	2000		Total
2	OBJECTIVE 1									
3	A: Home Improvement Loans	\$250,000.00	\$300,000.00	\$700,000.00						\$1,250,000.00
4	B: Maintenance Classes			\$100.00	\$100.00	\$100.00	\$100.00	\$100.00		\$500.00
5	C: Awards Program									\$0.00
6	NRP Dollars - Subtotal	\$250,000.00	\$300,000.00	\$700,100.00	\$100.00	\$100.00	\$100.00	\$100.00		\$1,250,000.00
7	Other Dollars - Subtotal	\$132,500.00	\$159,000.00	\$225,000.00		\$300,000.00		\$300,000.00		\$1,116,500.00
8	Total									\$2,367,000.00
9	OBJECTIVE 2									
10	OBJECTIVE 2									
11	A1: Rehab									\$100,000.00
12	A2: Demolition		\$50,000.00	-						\$50,000.00
13	B: Citizens inspectors			\$300.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$600.00
14	NRP Dollars - Subtotal		\$50,000.00	\$100,300.00	\$75.00	\$75.00	\$75.00	\$75.00		\$150,600.00
15	Other Dollars - Subtotal			\$450,200.00	\$10,000.00	\$10,000.00				\$470,200.00
16	Total									\$620,800.00
17	OBJECTIVE 3									
18	OBJECTIVE 3									
19	OBJECTIVE 3									
20	A: Problem Properties									\$0.00
21	B1: MN Multi Housing									\$0.00
22	B2: NE Rental Prop. Owners									\$0.00
23	C: Tenant Opportunities									See Community & Youth, Objective 1, Strategy 2
24	D: Tenant Awareness									\$0.00
25	NRP Dollars - Subtotal			\$0.00	\$0.00	\$0.00				\$0.00
26	Other Dollars - Subtotal			\$3,770.00	\$2,570.00	\$1,370.00	\$20.00	\$20.00		\$7,750.00
27	Total									\$7,750.00
28	OBJECTIVE 4									
29	A: Marketing									\$0.00
30	B: Buyer Assistance									\$0.00
31	NRP Dollars - Subtotal									\$0.00
32	Other Dollars - Subtotal									\$0.00

Housing Plan Dollars



**** N.B.** The \$300,000 in 1998 and 2000 are estimates of both NRP funds that will have revolved and dollars they will leverage.

**Audubon Park Neighborhood Action Plan
- Community & Youth -**

GOAL

- **Build a sense of Community by providing a safe & nurturing environment to all residents**

OBJECTIVE 1

- **Increase community activities and involvement in order to reduce the likelihood of crime and increase the sense of safety.**

STRATEGY A: Identify unorganized blocks and promote the benefits of creating and getting people involved in block clubs.

		BUDGET
Block Club Organizing		
Flyers	\$	100.00
Annual Gathering	\$	-
Total	\$	100.00

Work with Community Crime Prevention (CCPVSAFE to 1) identify unorganized blocks, 2) develop criteria for determining (e.g. crime, residential density et al.) and establish target areas, and 3) doorknock to promote block clubs and facilitate their formation. Current block leaders and other community leaders will be invited to participate in the doorknocking efforts. Areas being doorknocked will be flyered a few days prior.

The neighborhood will hold monthly meetings of its block club leaders at the neighborhood park in order to be able to focus on specific Audubon block club concerns and issues. These meetings, attended as possible by CCP/SAFE representatives, will allow the neighborhood block leaders to develop closer relationships which may facilitate more communication and networking among them. Additionally, the neighborhood association will develop a mentor program in which existing block leaders who wish to participate will make themselves available, for a minimal amount of time over a year, to a new block leader in order to provide feedback and support from within the neighborhood. The neighborhood association will also sponsor an annual gathering for block leaders to both thank the new leaders for becoming involved and to honor those who acted as mentors.

The ultimate goal is to have 100% of Audubon's blocks organized within five years.

Funding: CCP/SAFE (\$100)

Committed Participants: Audubon Improvement Association, CCP/SAFE

Timeline: 1996 - 2000 (and continuing)

NRP Statute: Safety and Crime Prevention, Administration

**Audubon Park Neighborhood Action Plan -
Community & Youth -**

STRATEGY B: Increase the number and activity of neighborhood block clubs.

Budget	
Grant Pool	\$10,000.00

To provide incentives to organize new block clubs and encourage existing clubs, the neighborhood will establish a grant fund to which block clubs may apply to fund special projects.

The Audubon Improvement Association will establish grant guidelines, form an approval committee (including a CCP/SAFE representative), and act as program administrator. Priority will be given to block clubs who have not previously received a neighborhood grant. It is anticipated that grants will be limited to no more than \$200 per block club per year. Eligible Block Clubs are those recognized by Community Crime Prevention/SAFE.

Funding: NRP (\$10,000)

Committed Participants: Audubon Improvement Association, CCP/SAFE Timeline: 1996 - 2000

NRP Statute: Safety and Crime Prevention

OBJECTIVE 2

- **Create/build a bond between the neighborhood, its schools and school aged children.**

STRATEGY A: Support the Resource Clinic at the NE Middle School.

Budget	
Resource Clinic	
NRP (max.)	\$29,000.00
Other Neighborhoods (Est.)	58,000.00
School Board/Hennepin County (Est.)	88,000.00
Total	175,000.00
	(50%)

Resource Clinic

The neighborhood will 1) identify concerns regarding the clinic and will determine the level of operation it supports, and 2) help finance any construction needed to operate at the determined level. Neighborhood expects School Board and/or Hennepin County to fund at least of the remaining construction. Audubon will fund 17% of the costs, not to exceed \$29,000. NRP funds are contingent on the development of a satisfactory plan to address neighborhood concerns and a commitment of 50% of the construction costs by the School Board and/or Hennepin County.

Because the Resource Clinic is available to the Northeast Community, Audubon Park feels other neighborhoods could commit funds (NRP or other). The total commitment from the other neighborhoods constitutes 33% of the needed funds for the construction completion.

Funding: NRP (\$29,000), Other Neighborhoods (NRP? \$58,000), School Board (\$88,000)

Committed Participants: Audubon Improvement Association, Other Neighborhoods, School Board, and Hennepin County

Timeline: 1996 - 1997,

NRP Statute: Public Facilities

**Audubon Park Neighborhood Action Plan -
Community & Youth -**

STRATEGY B: Provide neighborhood school options to all.

Budget	
Neighborhood Schools	\$0.00

Neighborhood Schools

The neighborhood will not support Minneapolis Public Schools' plan for community schools until Audubon Park (and the entirety of Northeast) is included in a "guaranteed attendance area." The neighborhood will work with the School Board to examine the potential for redrawing current boundaries, new school construction, and other possible means.

Funding: School Board (unknown)

Committed Participants: Audubon Improvement Association, School Board Timeline: 1996 (continuing)

NRP Statute: Public Facilities

STRATEGY C: Create neighborhood youth employment opportunities.

Budget	
Youth Business	\$6,500.00

Establish a sustainable youth run business. The neighborhood will work with neighborhood youth, Youth in Minneapolis After School Programming (Y-MAP), and the Service Corps of Retired Executives (SCORE). Youth will be involved in all aspects of the business: product development, writing a business plan, marketing, accounting, sales, etc., and may, depending on amount, be required to invest some portion of their income. NRP funds will only be used to pay start up costs such as equipment, permits, etc. The neighborhood association will administer the program.

Funding: NRP (\$6,500)

Committed Participants: Audubon Improvement Association, Y-MAP, SCORE

Timeline: 1996 - 2000 (continuing)

NRP Statute: Administration

**Audubon Park Neighborhood Action Plan
- Community & Youth -**

OBJECTIVE 3

- **Increase neighborhood activities.**

STRATEGY A: Seek structural and program

Work with the Park Board to determine and carry out site improvements in 1998.

Identified improvements include new playground equipment, lighting, picnic shelter, etc. (See Physical Environment, Objective 3.) These funds are contingent on a Park Board contribution.

		Budget
Neighborhood bulletin board		\$ 300.00
	NRP	\$ 135,000.00
	Park Board	\$ 65,000.00
Community & Family Events		
	Enhancement Funds	\$ 10,000.00
Total		\$210,000.00

improvements to

The neighborhood will also work with the Park Board to further enhance community involvement in neighborhood programs and events. NRP funds will be used to expand family events and programs as well as to augment new programs and events with a family and community focus. NRP funds will not be used for food, entertainment, additional staffing or other normal operational costs which may be incurred.

Funding: NRP (\$145,000), Park Board (\$65,000)

Committed Participants: Audubon Improvement Association, Park Board

Timeline: 1996 - 2000 (1998 Capital Improvement)

NRP Statute: Public Facilities

STRATEGY B: Increase neighborhood involvement in community programs related to the implementation of the neighborhood's Action Plan.

		Budget
Neighborhood bulletin board		\$ 300.00

Install a "Neighborhood Opportunities" bulletin board in the Audubon park Community Center. Work with Park Board and Park Director to determine acceptable location and install.

Funding: NRP (\$300)

Committed Participants: Audubon Improvement Association, Audubon Park (Park Board)

Timeline: 1996

NRP Statute: Administration

**Audubon Park Neighborhood Action Plan
- Community & Youth -**

STRATEGY C: Support the implementation of and community participation in NRP Action Plan strategies.

		Budget
Annual Community Participation		
Events		\$0.00

Work with other neighborhood businesses and organizations to conduct an annual community participation event in order to highlight neighborhood revitalization opportunities and to foster continuing community participation, especially by traditionally under represented groups.

Other neighborhood businesses and organizations will be approached about supporting this effort. NRP funds will not be used for food or entertainment.

Funding: n/a

Committed Participants: Audubon Improvement Association

Timeline: 1996 - 2000

NRP Statute: Administration

STRATEGY D: Establish a local Community Market.

		Budget
Community Market		\$6,800.00

Work the Sustainable Resource Center and other local organizations to establish a local Community Market. The neighborhood will provide NRP funds for the first four years of the market. There will be full support the first year, approximately one half support the second year, and one quarter support for the following two years. It is the neighborhood's intention to secure other supporting administrative funds for the second and succeeding years. Thereafter, it is hoped that the market will be able to sustain itself or other sources of funding will have been found. Vendors will be required to pay a small fee which will be used to cover permits an other annual expenditures.

Funding: NRP (\$6,800), Other Sources (unknown)

Committed Participants: Audubon Improvement Association, Sustainable Resource Center

Timeline: 1996 - 2000

NRP Statute: Administration

**Audubon Park Neighborhood Action Plan -
Community & Youth -**

OBJECTIVE 4

- **Increase awareness of programs and services available to all residents.**

STRATEGY A: Regularly distribute a comprehensive neighborhood resource directory to all residents.

Budget	
Resource Directory	\$0

Resource Directory

Compile a neighborhood resource directory (with seasonal variations) for inclusion in *Audubon Neighbors*, the neighborhood newsletter.

Funding: n/a

Committed Participants: Audubon Improvement Association

Timeline: 1996: continuing

NRP Statute: Administration

STRATEGY B: Work with other neighborhoods to create a comprehensive community events calendar to increase participation.

Budget	
Community Events Calendar	\$0

Communicate with other northeast neighborhoods in order to create a comprehensive calendar of community events sponsored by the neighborhoods for publication in the various neighborhood newsletters and local newspapers.

Funding: n/a

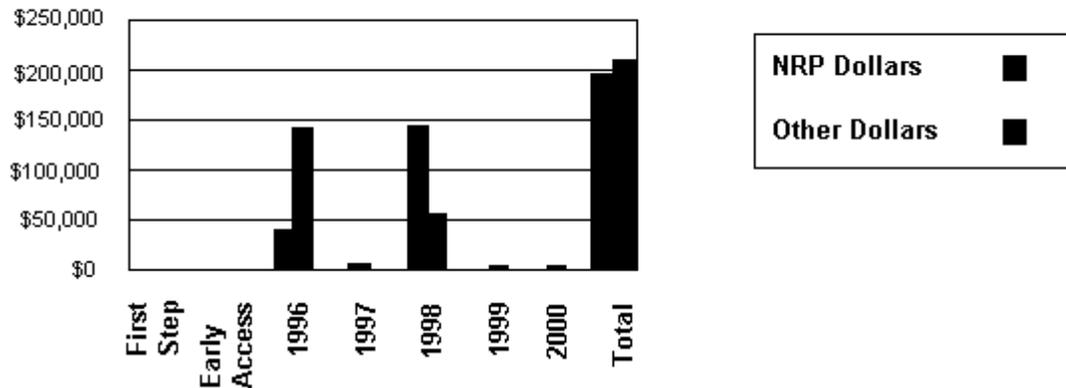
Committed Participants: Audubon Improvement Association **Timeline:** 1996 - continuing

NRP Statute: Administration

Audubon Park Neighborhood Action Plan - Community & Youth -

A	B	C	D	E	F	G	H	I	J
	First Step	Early Access	1996	1997	1998	1999	2000		Total
Objective 1									
Increasing Block Clubs									
Grant Pool			\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00		\$ 10,000.00
NRP Dollars - Subtotal			\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00		\$ 10,000.00
Other Dollars - Subtotal			\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00		\$ 100.00
Total									\$ 10,100.00
Objective 2									
Resource Clinic			\$ 29,000.00						\$ 29,000.00
Neighborhood Schools									\$ -
Youth Business			\$ 5,000.00	\$ 500.00	\$ 500.00	\$ 250.00	\$ 250.00		\$ 6,500.00
NRP Dollars - Subtotal			\$ 34,000.00	\$ 500.00	\$ 500.00	\$ 250.00	\$ 250.00		\$ 35,500.00
Other Dollars - Subtotal			\$ 146,000.00	\$ -	\$ -	\$ -	\$ -		\$ 146,000.00
Total									\$ 181,500.00
Objective 3									
A1: Park Improvements					\$ 135,000.00				\$ 135,000.00
A2: Community Events			\$ 3,000.00	\$ 2,500.00	\$ 2,000.00	\$ 1,500.00	\$ 1,000.00		\$ 10,000.00
A: Neighborhood Bulletin Board			\$ 300.00						
C: Annual Participation Event									
D: Community Market			\$ 3,400.00	\$ 1,700.00	\$ 850.00	\$ 850.00			\$ 6,800.00
NRP Dollars - Subtotal			\$ 6,700.00	\$ 4,200.00	\$ 137,850.00	\$ 2,350.00	\$ 1,000.00		\$ 152,100.00
Other Dollars - Subtotal			\$ -	\$ -	\$ 65,000.00	\$ -	\$ -		\$ 65,000.00
Total									\$ 217,100.00
Objective 4									
A: Resource Directory									\$ -
B: Social Calendar									\$ -
NRP Dollars - Subtotal									\$ -
Other Dollars - Subtotal									\$ -
Total									\$ -

Community & Youth Dollars



**Audubon Park Neighborhood Action Plan -
Commercial Development -**

Goal:

- **Revitalize/enhance commercial corridors so they better serve both commercial and Residential needs.**

OBJECTIVE 1

- **Develop a comprehensive plan to improve commercial corridors.**

STRATEGY A: Define strengths, needs, and opportunities for Central Avenue.

Budget	
Economic Development and Urban Design Consulting	
NRP	10,000.00
Other Sources (est.)	6,000.00
Total	70,000.00

Participate in a collaborative effort with other northeast neighborhoods; organizations; City, County, and State Departments; business owners; and others involved to examine historic, current, and future uses of neighborhood commercial corridors focusing; on economic development opportunities and addressing potential housing impacts on and immediately behind Central Avenue.

Currently, Audubon Park is represented in ongoing discussions of the revitalization of Central Avenue (i.e. it is represented at "Breakfast Club" meetings). The Northeast Economic Development Council (NEEDC), on behalf of the "Breakfast Club" has submitted a RFP for urban design and economic development services for the Central Avenue corridor. Audubon NRP funds will be used to cover a portion of these services.

It is anticipated that other neighborhoods with Central Avenue as a border and the corridor business sector will contribute funds.

Funding: NRP (\$10,000), Other Sources (\$60,000, estimate)

Committed Participants: Audubon Improvement Association, Northeast Economic Development Council (NEEDC), Johnson Street Shopping Center Association, Planning, and MCDA

Timeline: present (continuing) NRP

Statute: Administration

**Audubon Park Neighborhood Action Plan -
Commercial Development -**

STRATEGY B: Establish a fund to implement recommendations from comprehensive planning efforts relating to reuse and/or rehabilitation of vacant and under utilized structures in and capital improvements to the Central Avenue corridor.

Central Avenue Corridor Improvements	
NRP	\$ 390,000.00
Other sources (est.)	\$ 390,000.00
Total	\$ 780,000.00

NRP funds are to be used for future improvements to Central Avenue as defined through the comprehensive planning efforts (see Strategy 1A above). NRP funds used for any capital/public project are contingent on private investment by the benefiting properties. The neighborhood will work for a 50/50 public/private investment. (N.B. The Physical Environment Committee has asked that some streetscape elements be included in the appropriate capital improvements.)

Improvements, in accordance with the planning efforts, to existing corridor businesses will be eligible under the 'Fix and Paint' program (Commercial Development, Objective 2, Strategy A).

Neighborhood funds not used by December 31, 1999 will be reallocated to the neighborhood's home improvement loan program (Housing, Objective 1, Strategy A).

Funding: NRP (\$390,000), Assessments/Private Sources (unknown - \$390,000 estimate)

Committed Participants: Audubon Improvement Association, Planning, Public Works, et al.

Timeline: 1996 - 1999

NRP Statute: Public Facilities,
Commercial Rehabilitation/Renovation

STRATEGY C: Develop and implement a revitalization plan for the Johnson Street corridor.

Johnson Street Planning and Impliment	
NRP	\$ 160,000.00
Other sources (est.)	\$ 160,000.00
Total	\$ 320,000.00

With the Johnson Street corridor being of a different nature than Central Avenue -- much smaller and Other Sources (est.) consisting of individual commercial nodes -- the neighborhood will create a planning group consisting of affected property owners, neighborhood associations, and appropriate agencies to develop a comprehensive and consistent revitalization plan for the corridor.

The neighborhood will set aside NRP funds, contingent on a commitment by affected properties, to be used primarily for implementation and will involve those concerned in exploring the establishment of a special service district. Some funds may be used for outside services to augment work by City agencies or to take the place of work the agencies are unable to provide. (N.B. All guidelines and restrictions in Strategy B above are applicable here.)

Funding: NRP (\$160,000), Assessments/Private Sources (unknown-\$160,000 estimate)

Committed Participants: Audubon Improvement Association, Johnson Street Shopping Center Association, Planning, Public Works, other neighborhoods, et al.

Timeline: 1996 - 1999

NRP Statute: Public Facilities, Commercial Revitalization

**Audubon Park Neighborhood Action Plan -
Commercial Development**

STRATEGY D: Promote and support new and expanding businesses.

Budget	
Business Loan Pool	\$ 56,000.00
Promotion	\$ -
	\$ 56,000.00

The neighborhood will assist new and expanding businesses by creating a revolving low interest loan pool. Loans will be secured in some manner, and repayment will be structured in such a way as to allow a greater chance for the business to become established. Technical Assistance Services, business and/or marketing plan review, contract review, etc., will be made available.

This program is available to businesses in all areas of the neighborhood. However, planning recommendations from Strategies IA and 1C will be used when and where applicable. Funds received from this loan pool will not be allowed as private investment in order to leverage other neighborhood NRP -program funds. It is estimated that the pool will revolve every two years starting in 1999.

The Minneapolis Consortium of Community Developers and Northeast Economic Development Council will partner with the neighborhood for implementation.

The geographic area of this program will be the Audubon Park neighborhood. Other "corridor neighborhoods" will be asked to participate in the establishment of this program and may consider committing NRP funds. In that case, Audubon NRP funds will be "pooled" with those of the other contributing, neighborhoods, and the geographic area will be the geographic boundaries of participating neighborhoods.

Additionally, The neighborhood will include information about new businesses in *Audubon Neighbors*, the neighborhood newsletter. The neighborhood will also seek to have its commercial programs included in various publications.

Funding: NRP (\$56,000)

Committed Participants: Audubon Improvement Association, Northeast Economic Development Council, Minneapolis Consortium of Community Developers.

Timeline: 1996 - 2000

NRP Statute: Commercial Development

STRATEGY E: Market commercial corridors to build and maintain a healthy business mix.

Budget	
Marketing	\$0

The neighborhood will advertise its programs in *Audubon Neighbors*, and will make efforts to have them included in other promotional literature (e.g. Northeast Business Association publications and those of other neighborhoods).

Funding: n/a

Committed Participants: Audubon Improvement Association

Timeline: 1996 - 2000

NRP Statute: Administration

**Audubon Park Neighborhood Action Plan
- Commercial Development -**

OBJECTIVE 2

- **Support/strengthen existing businesses.**

STRATEGY A: Implement a commercial 'Fix and Paint' program.

		Budget
Fix and Paint'		
	NRP	\$ 110,000.00
	Leveraged Funds (Estimate)	\$ 400,000.00
Total		\$ 510,000.00

The neighborhood will implement a commercial 'Fix and Paint' program to provide matching funds up to 40% of project total (for highly visible improvements). Planning recommendations and guidelines developed in Strategies IA and 1C will be used when and where applicable. Based on previous experience, the average match is expected to be 25% of total project cost.

Neighborhood NRP funds are being committed because the program has consistently been a neighborhood priority, it has been well utilized, and it has been indicated that Northeast Economic Development Council (NEEDC) will not be able to continue to receive funding for this program. NEEDC and the neighborhood will partner to administer the program.

The geographic area of this program is identical to the Business Loan Pool'. Similarly, other "corridor neighborhoods" will be asked to participate in the development of this strategy and may provide additional funding, with the corresponding increase in area served.

Funding: NRP (\$110,000), Private Sources (unknown - \$400,000 estimate)

Committed Participants: Audubon Improvement Association, Northeast Economic Development Council (NEEDC)

Timeline: 1996 - 2000

NRP Statute: Commercial Rehabilitation/Renovation

STRATEGY B: Support special events that promote northeast Minneapolis businesses.

		Budget
Special Event Notices		\$0

Make special efforts to include notices of events that promote northeast businesses in the neighborhood newsletter and other mailings.

Funding: n/a

Committed Participants: Audubon Improvement Association

Timeline: 1996 -continuing

NRP Statute: Administration

**Audubon Park Neighborhood Action Plan
- Commercial Development -**

OBJECTIVE 3

- **Support the revitalization of the Hollywood Theatre.**

STRATEGY A: Assist Hollywood Theatre Preservation Inc. to rehabilitate the now boarded Hollywood Theatre as a venue for community events and as a means to revitalize the commercial district.

The neighborhood will match funds, up to \$10,000, raised by Hollywood Theatre Preservation (HTP) for the completion of their planning (architectural analysis, rehabilitation cost estimate, feasibility study, business plan, etc.). HTP must provide matching funds by December 31, 1996. The neighborhood NRP planning funds will be in the form of a grant.

Budget	
Planning	
NRP Grant	\$10,000.00
Hollywood Theater Preservation Inc.	\$10,000.00
Rehabilitation	
Hollywood Theater Revitalization	
NRP (Loan)	\$ 140,000.00
Hollywood Theater Preservation Inc.	
	(Min.) \$ 140,000.00
Total	\$ 300,000.00

Providing the restoration and operation are feasible, the neighborhood will provide additional funds to Hollywood Theatre Preservation for the rehabilitation of the theatre (Phase II) Disbursement of any NRP rehabilitation funds is contingent upon Hollywood Theatre Preservation having following:

- an MCDA approved rehabilitation and operation plan,
- all necessary funds for rehabilitation and operation, and
- a completed agreement with the neighborhood to the method and amount of repayment of these rehabilitation funds (ideas for repayment include monthly payments, ticket sale royalties, and in-kind contributions - Audubon Movie Night, etc.).

In the event these requirements are not met by December 31, 1999, the NRP rehabilitation funds will be reallocated to the neighborhood's home improvement program (Housing, Objective 1, Strategy A).

Funding: NRP (\$150,000), PIT? (\$150,000 minimum)

Committed Participants: Audubon Improvement Association, Hollywood Theatre Preservation Inc., and MCDA

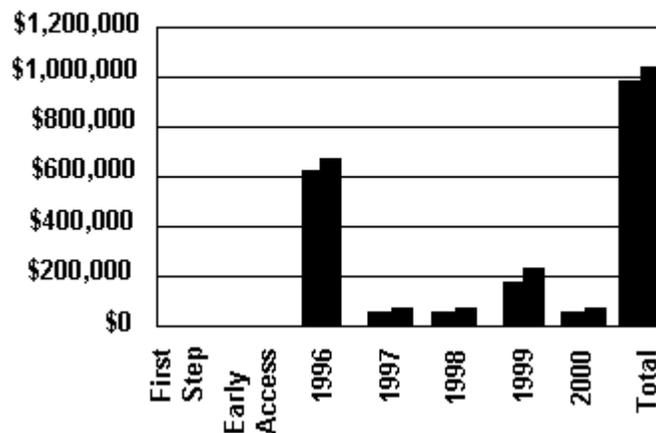
Timeline: 1996 - 1999

NRP Statute: Blight Elimination, Commercial Rehabilitation/Renovation

Audubon Park Neighborhood Action Plan - Commercial Development -

A	B	C	D	E	F	G	H	I	J
	First Step	Early Access	1996	1997	1998	1999	2000		Total
Objective 1									
A: Central Avenue Planning			10000						10000
B: Central Avenue Improvements			390,000						390000
C: Johnson Street			160000						160000
D: Commercial Loan Pool			56000						56000
E: Corridor Marketing									\$ -
NRP Dollars - Subtotal			\$616,000.00	\$ -	\$ -	\$ -	\$ -		\$ 616,000.00
Other Dollars - Subtotal			\$610,000.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00		\$ 640,000.00
Total									\$1,256,000.00
Objective 2									
A: Fix and Paint			\$ 22,000.00	\$22,000.00	\$ 22,000.00	\$ 22,000.00	\$22,000.00		\$ 110,000.00
B: Special Events									\$ -
NRP Dollars - Subtotal			\$ 22,000.00	\$22,000.00	\$ 22,000.00	\$ 22,000.00	\$22,000.00		\$ 110,000.00
Other Dollars - Subtotal			\$ 80,000.00	\$80,000.00	\$ 80,000.00	\$ 80,000.00	\$80,000.00		\$ 400,000.00
Total									\$ 510,000.00
Objective 3									
A: Hollywood Theater			\$ 10,000.00			\$140,000.00			\$ 150,000.00
NRP Dollars - Subtotal			\$ 10,000.00	\$ -	\$ -	\$140,000.00	\$ -		\$ 152,100.00
Other Dollars - Subtotal			\$ 10,000.00			\$140,000.00			\$ 65,000.00
Total									\$ 217,100.00

Commercial Development Plan Dollars



**** N.B.** The \$30,000 in 1999 is an estimate of NRP funds that will have revolved.

Audubon Park Neighborhood Action Plan -
Physical Environment -

Goal

- **To have attractive, clean, well maintained neighborhood streets, alleyways, yards, and parks.**

OBJECTIVE 1

- **Develop a series of programs to create, enhance, and maintain the neighborhood environment.**

STRATEGY A: Conduct spring and fall clean sweep events, including a yearly hazardous waste drop off site.

Budget	
Neighborhood Clean Sweeps	
Promotion	\$2,000.00
Fall Clean-up Programs	\$3,000.00
Total	\$5,000.00

The neighborhood will promote and participate in Minneapolis' and Hennepin County's respective Clean Sweep and Household Hazardous Waste Drop Off programs. In addition, the neighborhood will implement its own clean sweep program in the fall.

Various promotion efforts wfl be made for both the spring and fall clean sweeps as well as the hazardous waste drop. Specific promotion items include, but are not limited to, doorhangers announcing the upcoming event and inviting one northeast school each year to participate in a design contest for that year.; posters.

The neighborhood program in the fall will provide neighborhood residents an opportunity to dump mixed waste, sans tires and any hazardous materials. The neighborhood will work with Public Works - Solid Waste and Recycling to implement the fall programs. These fall efforts are beyond what the City or County currently offer, and may become more so as budgets are cut.

Promotion activities and program implementation will be coordinated by the Audubon Improvement Association and volunteers. The Audubon Park Director will be consulted in the scheduling of the fall program.

Funding: NRP (\$5,000)

Committed Participants: Audubon Improvement Association, Audubon Park, and Public Works

Timeline: 1996 - 2000

NRP Statute: Public Facilities

Audubon Improvement Association

**Audubon Park Neighborhood Action Plan -
Physical Environment -**

STRATEGY B: Design and install neighborhood gateway signs.

Budget	
Gateway Signs	\$1,320

The neighborhood will coordinate the design and purchase of neighborhood gateway signs. The sign specifications will be within Public Work's guidelines.

Funding: NRP (\$1,320)

Committed Participants: Audubon Improvement Association, Public Works

Timeline: 1996

NRP Statute: Public Facilities

STRATEGY C: Provide yard maintenance assistance for those unable to do it themselves.

Budget	
Maintenance Assistance	\$0

The neighborhood association will make efforts to refer individuals needing help with yard and property maintenance to the appropriate agencies (e.g. Senior Ombudsman, Hennepin County Services to Seniors, et al.). This program will primarily focus on seniors and those with disabilities, but will also respond to Citizen Inspector citations (see Housing, Objective 2B).

Funding: n/a

Committed Participants: Audubon Improvement Association

Timeline: 1996 -continuing

NRP Statute: Administration

STRATEGY D: Identify and remove blight (graffiti, trash, etc.) in the neighborhood.

Budget	
see Housing, Objective 2, Strategy B	\$0

(See Housing, Objective 2, Strategy B)

Funding: NRP, Inspections

Committed Participants: Audubon Improvement Association, Housing Inspections

Timeline: 1996

NRP Statute: Blight

**Audubon Park Neighborhood Action Plan -
Physical Environment -**

STRATEGY E: Increase the number of trees and replace diseased and damaged trees.

Budget	
Tree planting	\$30,000

Work with the Park Board to determine where trees are lacking, develop a schedule for planting, and identify ways in which diseased and damaged trees can be recognized and either treated or replaced.

Funding: NRP (\$30,000)

Committed Participants: Audubon Improvement Association, Park Board

Timeline: 1996

NRP Statute: Public Facilities

STRATEGY F: Sponsor a neighborhood plant sale.

Budget	
Plant Sale	\$0

Implement an annual plant sale where neighborhood residents donate materials and can purchase plants for a small cost.

Income from the sale of materials will be deposited in the neighborhood association's 'General Account.'

Funding: n/a

Committed Participants: Audubon Improvement Association

Timeline: 1996 - continuing

NRP Statute: Administration

STRATEGY G: Establish a neighborhood recognition event.

Budget	
Recognition Event	\$0

Develop guidelines and implement an annual program to recognize and honor those who have made the neighborhood more livable place through environment enhancement. Local gardeners., area greenhouse staff, and other horticultural experts will be invited to be judges: Awards will be solicited. This event will be combined with the one under Housing.

Funding: n/a

Committed Participants: Audubon Improvement Association

Timeline: 1996 - 2000 (continuing)

NRP Statute: Administration

**Audubon Park Neighborhood Action Plan -
Physical Environment -**

STRATEGY H: Establish a community garden.

		Budget
Community Garden		
NRP		\$750.00
Sustainable Resource Center		\$125.00
Total		\$875.00

Work with Hennepin County to find a suitable tax exempt property for a garden its well as work out a longterm use arrangement; Sustainable Resources and an Audubon Garden Club to test ;soil, design the garden and develop "garden principles;" and neighborhood residents to do the gardening.

The neighborhood will coordinate the establishment of an Audubon Garden Club which will be responsible for determining gardening guidelines, usage, and other related items. Funds will be used for hydrant hook up, landscaping (soil amendments;, benches, etc.), and other initial needs. Sustainable Resource Center (SRC) will pay the necessary insurance.

Based on the success of this garden, it will be expanded if possible, or other gardens will be established.

Funding: NRP (\$750), SRC (\$125)

Committed Participants: Audubon Improvement Association, Sustainable Resources, Hennepin County

Timeline: 1996 - 2000 (continuing)

NRP Statute: Public Facilities

STRATEGY I: Consider loans for landscaping projects in conjunction housing improvements.

		Budget
		see Housing, Objective 1, Strategy A

These projects are already eligible under the neighborhood's First Step program (see Housing, Objective 1, Strategy A).

Funding: NRP

Committed Participants: Audubon Improvement Association, PPL, NESB

Timeline: 1995 - 1996 (continuing)

NRP Statute: Housing Rehabilitation

**Audubon Park Neighborhood Action Plan
- Physical Environment -**

OBJECTIVE 2

- **Enhance the appearance of commercial corridors in a collaborative effort with other neighborhoods.**

Budget	
Site Furnishings	
see Commercial Development,	
Objective 1, Strategies A, B, and C	
(via MN Green membership)	\$175.00
Total	\$175.00

STRATEGY A: Provide for cleaner, more attractive commercial corridors.

Place concrete site furnishings (litter/recycling containers, cigarette snuffers, flower planters, etc.) in commercial corridors. Maintenance of plants and equipment is to be the responsibility of the businesses (e.g. Johnson Street Shopping Center Association and Central Avenue Special Service District). Additionally, the neighborhood will work with U.S. Bench Inc. to replace current bus stop benches with more attractive ones, at no cost.

NRP funds will be used for the purchase of site furnishings and plant material's (via benefits from MN Green Membership).

This project will be incorporated into Commercial Development strategies relating to Corridor Improvements (see Commercial Development, Objective 1, Strategies A, B, and C). Because this project will affect other neighborhoods, they will be involved in the selection of the furnishings as well as asked to consider contributions for the expansion of the program to encompass neighborhood commercial corridors.

Funding: NRP (\$175)

Committed Participants: Audubon Improvement Association, Johnson Street Shopping Center Association, U.S. Bench Corporation, Public Works, and Planning

Timeline: 1996 - 2000

NRP Statute: Public Facilities

**Audubon Park Neighborhood Action Plan -
Physical Environment -**

STRATEGY B: Revive neighborhood business properties.

	Budget
Commercial Development, Objective 2, Strategy A	

(See Commercial Development, Objective 2, Strategy A).

Funding: NRP

Committed Participants: Audubon Improvement Association,

Timeline: 1996 - 2000

NRP Statute: Commercial Rehabilitation/Renovation

STRATEGY C: Install historic/decorative street lights and/or banners on commercial corridors.

	Budget
Lighting/Banners	
(see Housing, Objective 1, Strategies A, B, and C)	

In conjunction with Public Works, other neighborhoods, and other appropriate agencies, develop a plan for historic/decorative street lighting and banners in commercial corridors. Installed lighting will not replace existing fixtures, but instead will be designed to provide a more pedestrian feel and increase safety.

Design and installation of the lighting and banners will be coordinated with other corridor improvement efforts as described under Commercial Development.

Funding: NRP

Committed Participants: Audubon Improvement Association, Public Works, Local Businesses, and other neighborhoods

Timeline: 1996 - 1997

NRP Statute: Public Facilities

**Audubon Park Neighborhood Action Plan
- Physical Environment -**

OBJECTIVE 3

- **Seek Improvements to Audubon Park**

Budget
see Community & Youth, Objective 3, Strategy A

STRATEGY A: Install new ADA compliant playground equipment.

BUDGET

Work with the Park Board to approve design of new playground equipment, including a separate Tot Lot.'

Funding: NRP, Park Board

Committed Participants: Audubon Improvement Association, Park Board

Timeline: 1997

NRP Statute: Public Facilities

STRATEGY B: Install new benches, rest areas, and covered shelters.

Budget
see Community & Youth, Objective 3, Strategy A

Work with Park Board to hold town meetings focusing on design and location of these items.

Funding: NRP, Park Board

Committed Participants: Audubon Improvement Association, Park Board

Timeline: 1997

NRP Statute: Public Facilities

STRATEGY C: Increase security through lighting, environmental design, and park patrols.

Budget
Community & Youth, Objective 3, Strategy A

Work with Park Board and bordering residents to identify appropriate environmental design options, determine best location for increased lighting, and examine the potential for increased police patrols around the park.

Funding: NRP, Park Board

Committed Participants: Audubon Improvement Association, Park Board

Timeline: 1996 - continuing

NRP Statute: Public Facilities, Safety and Crime Prevention

**Audubon Park Neighborhood Action Plan
- Physical Environment -**

STRATEGY D: Improve the appearance of Audubon Park landscape by restoring native habitats.

	Budget
Design/Implementation	\$3,000.00
Planting	
NRP	\$ 20,000.00
Other sources (DNR)	\$ 10,000.00
Total	\$ 33,000.00

Make Audubon Park a "destination" for neighborhood, northeast, and City residents by reconstructing native habitats in a way that will not interfere with current recreational uses. The neighborhood has worked with the Park Board to develop a conceptual design which will make Audubon an all season park, reduce long term maintenance costs, involve native plant species, and create alternative recreational opportunities.

This project is the first of two phases. Learning from Phase 1, the program will be extended to areas of Deming Heights, St. Anthony Parkway, and Stinson Boulevard that the neighborhood and Park Board agree to.

NRP funds will be used to leverage Phase I dollars from other sources (e.g. grants) and to hire a consultant to help develop more detailed design specifications as well as to oversee project implementation. Funds for Phase II will be raised by other means (grants, donations, etc.).

Funding: NRP (\$20,000), MN DNR (\$10,000 - proposal submitted)

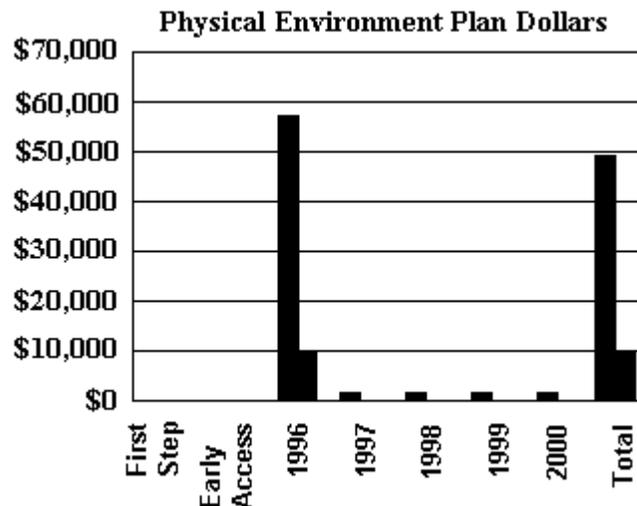
Committed Participants: Audubon Improvement Association, Minnesota Department of Natural Resources (possible)

Timeline: 1996 - 1997

NRP Statute: Public Facilities

Audubon Park Neighborhood Action Plan - Physical Environment -

A	B	C	D	E	F	G	H	I	J
	First Step	Early Access	1996	1997	1998	1999	2000		Total
Objective 1									
A: Clean S weeps			\$ 1,100.00	\$ 1,050.00	\$ 1,000.00	\$ 950.00	\$ 900.00		
B Gateway Signs			\$ 1,320.00						
C: Yard Maintenance Assistance.			\$160,000.00						
D: Blight Removal			see Housing, Objective 1, Strategy B						
E: Tree Planting			\$ 30,000.00						
F: Plant Sale									
G: Recognition Event									
H: Community Garden			\$ 600.00	\$ 75.00	\$ 75.00				
I: Landscaping Loans			see Housing, Objective 1, Strategy A						
NRP Subtotal			\$ 33,020.00	\$ 1,125.00	\$ 1,075.00	\$ 950.00	\$ 900.00		\$ 37,020.00
Other Dollars - Subtotal			\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00		\$ 125.00
Total									\$ 37,195.00
Objective 2									
A: Plant Materials			\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00		\$ 175.00
B: Business Revival			See Commercial Development, Objective 2, Strategy A						
C: Street Lights			See Commercial Development, Objective 1, Strategies B & C						
C: Corridor Banners			See Commercial Development, Objective 2, Strategies B & C						
NRP Subtotal			\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00		\$ 175.00
Other Dollars - Subtotal									\$ -
Total									\$ 175.00
Objective 3									
A: Playground & Equipment			See Community & Youth, Objective 3, Strategy A						
B: Site Furnishings			See Community & Youth, Objective 3, Strategy A						
C: Lighting/ Safety Imp.			See Community & Youth, Objective 3, Strategy A						
D: Habitat Restoration			\$ 23,000.00						\$ 23,000.00
NRP Dollars - Subtotal			\$ 23,000.00						\$ 23,000.00
Other Dollars - Subtotal			\$ 10,000.00						\$ 10,000.00
Total									\$ 33,000.00



**Audubon Park Neighborhood Action Plan
- Transportation & Safety -**

Goal

- **To manage transportation to ensure the safety of residents and workers**

OBJECTIVE 1

- **Develop a comprehensive plan to control traffic on side streets and alleys, reduce congestion, and increase pedestrian and bicyclist safety.**

STRATEGY A: Work with Public Works and Traffic Engineering to implement strategies to reduce and slow motorized traffic throughout the neighborhood.

Conduct a comprehensive approach volume count traffic study to establish vehicle usage and patterns. Use the results of the above study to define problems and implement strategies to correct them. Specific areas of concern include but are not limited to:

- 27th Avenue NE
- Lowry - Johnson Intersection
- Johnson - 29th Intersection
- Lowry - Central Intersection
- Central - St. Anthony Intersection
- Polk Street (Lowry to 29th Avenue)

Budget	
Comprehensive Approach Volume Study	
NRP	\$ 11,000.00
Implementation	
NRP	\$ 50,000.00
Other Sources (est.)	\$ 167,000.00
Total	\$ 228,000.00

Implement other strategies to direct traffic onto collectors and arterials, to reduce and slow traffic on residential streets, and manage traffic flow better. To help accomplish the above, the neighborhood will, among other things, examine the possibility of installing speed humps and traffic circles, and will evaluate the management of traffic flow on Central Avenue.

NRP funds spent on implementation of site specific strategies will be contingent on recommendations drawn from the study as well as a contribution from Public Works, Hennepin County, and/or the State. The funds indicated reflect the maximum amount the neighborhood will allocate to these improvements. The neighborhood will work for a dollar ratio of 1 neighborhood NRP dollar to 2 other dollars per project. NRP funds not used will be reallocated to the home improvement loan program (Housing, Objective 1, Strategy A).

Funding: NRP (61,000), Public Works (to be determined), Hennepin County (to be determined), State of Minnesota (to be determined), Other Neighborhoods (to be determined)

Committed Participants: Audubon Improvement Association, Public Works, Other Neighborhoods

Timeline: 1996 - 1999

NRP Statute: Public Facilities

**Audubon Park Neighborhood Action Plan -
Transportation &
Safety -**

STRATEGY B: Identify areas of high pedestrian and/or vehicular traffic and install and maintain safety measures (e.g. raised crosswalks, 'X-ing' warnings, etc.

Budget	
Safety Measures	
See Strategy A	

Install and maintain appropriate and effective safety measures on through streets; around parks, schools, and commercial centers; and in high accident areas.

Funding for these projects is included in the budget for Strategy A above.

Funding: NRP, Public Works

Committed Participants: Audubon Improvement Association, Public Works

Timeline: 1996 - 1997 (continuing)

NRP Statute: Public Facilities

OBJECTIVE 2

- Promote the use of public and alternative transportation.

STRATEGY A: Increase the awareness and use of alternative and public means of transportation.

Budget	
Public Transportation	\$ -

Promote alternative and public transportation programs (e.g. Minnesota Rideshare) by publicizing them through *Audubon Neighbors*, the neighborhood newsletter.

The neighborhood will work with Metropolitan Council Transportation Operations (MCTO) to hold a series of meetings to 1) identify concerns about current transportation systems, 2) define needs not being met by current systems, 3) develop solutions to address both concerns and unmet needs, and 4) identify means of attracting new riders.

Funding: n/a

Committed Participants: Audubon Improvement Association, MCTO

Timeline: 1996 - 2000

NRP Statute: Public Facilities

**Audubon Park Neighborhood Action Plan -
Transportation & Safety -**

STRATEGY B: Promote public transportation by

		Budget
Mass Transprtation	\$	-

working with curr

Work with public and alternative transportation groups to sponsor public round-table discussions of future mass transit in Audubon Park, northeast Minneapolis, the City, and Metro region.

Funding: N/A

Committed Participants: Audubon Improvement Association Planning, MCTO, et al.

Timeline: 1996 - 2000

NRP Statute: Administration

STRATEGY C: Explore the possibility of creating a local Transit Hub.

		Budget
Transit Hub	\$	-

Initiate and participate in a multi jurisdictional project to create such area(s) in northeast Minneapolis. These areas must be secure and will provide areas for overnight bicycle storage. Potential participants include other northeast neighborhoods, MCTO, MnDot, Planning, and Public Works.

This dialogue will need to consider the impact such a development may have on bordering residential property, effects on economic revitalization, traffic movement, and identify possible sources of funding; it will be coordinated with Corridor Improvements (see Commercial Development).

Funding: n/a

Committed Participants: Audubon Improvement Association, Other Neighborhoods, MCTO, MnDot, Planning, Public Works

Timeline: 1996 - 2000

NRP Statue: Public Facilities

**Audubon Park Neighborhood Action Plan -
Transportation & Safety -**

STRATEGY D: Explore the idea of an independent bus company operating in Northeast Minneapolis.

Budget	
Independent Bus Company	\$ -

Audubon will work with northeast neighborhoods and other agencies to assess the viability of an independent northeast bus company. This company would likely operate mini busses; pick people up at their door; have low fares for seniors, youth, and disabled; and may be nonprofit.

Funding: n/a

Committed Participants: Audubon Improvement Association, Northeast Neighborhoods, and other Agencies

Timeline: 1996 - 1997

NRP Statute: Public Facilities

STRATEGY E: Create and maintain safe, accessible and appropriately marked bicycle lanes throughout the neighborhood.

Budget	
Bicycle Lanes	
Signs (NRP)	9000
Striping/Stenciling (est)	
Public Works	15000
Curb Cuts	
Park Board (est.)	5500
Total	29500

The neighborhood will work with Public Works to 1) establish bicycle paths on Stinson Boulevard, Hayes and Fillmore Streets, and 27th and 29th Avenues by installing signs, and 2) to have the lanes identified with striping and/or other stenciling. NRP funds will be used to purchase 'bicycle lane' signs.

Additionally, because the neighborhood believes the existing bicycle lane on St. Anthony Parkway does not meet ADA standards, it is expected that the Park Board make the required modifications (approximately 11 curb cuts need to be made).

Furthermore, the neighborhood will also work with Public Works, the University of Minnesota, and others to examine ways to more fully incorporate the neighborhood lanes into the emerging city-wide system (striping, street redesign, etc.).

The neighborhood will seek to involve other neighborhoods (especially bordering ones) to facilitate the development of a comprehensive system of northeast bicycle lanes in the emerging City wide system.

Total..... \$29,500.

Funding: NRP (\$9,000), Other Sources (\$15,000)

Committed Participants: Audubon Improvement Association, Public Works, Park Board **Timeline:** 1996 - 1997

NRP Statute: Public Facilities

**Audubon Park Neighborhood Action Plan
- Transportation & Safety -**

STRATEGY F: Explore the establishment of a neighborhood 'Borrow-a-Bike' program.

		Budget
Borrow-a-Bike	\$	-

Research a program where the neighborhood would make bicycles (several sizes and types) and accessories (e.g. helmets, child carriers, etc.) available to neighborhood residents free of charge. Such a program would need to address other issues such as insurance, maintenance, and safety.

The neighborhood will explore other funding sources in order to implement this program.

Funding: n/a (other)

Committed Participants: Audubon Improvement Association

Timeline: 1996 - continuing

NRP Statute: Administration

**Audubon Park Neighborhood Action Plan
- Transportation & Safety -**

GOAL

- **Increase neighborhood safety with lighting and environmental design**

OBJECTIVE 1

- **Improve neighborhood lighting.**

		Budget
Mid Block Lighting	\$	-

STRATEGY A: Increase mid block and alley lighting in the neighborhood.

Work with Public Works to determine which areas of the neighborhood qualify for additional lighting, and coordinate the necessary petitions for installation.

Because each Ward has a limited number of free lights each year, the neighborhood will develop a three year plan for lighting improvements.

Funding: n/a

Committed Participants: Audubon Improvement Association, Public Works,

Timeline: 1996 - 1998

NRP Statute: Public Facilities: Safety and Crime Prevention

OBJECTIVE 2

- **Improve sight lines and visibility through environmental design.**

		Budget
Improved Visibility, Public	\$	-

STRATEGY A: Remove visibility barriers in public spaces.

Work with Public Works, Park Board, and other organizations to identify barrier,; to visibility and work to correct the situation by trimming tree branches, moving obstacles, etc.

Funding: n/a

Committed Participants: Audubon Improvement Association

Timeline: 1996 - 1997

NRP Statute: Safety and Crime Prevention

Audubon Park Neighborhood Action Plan -
Transportation & Safety -

STRATEGY B: Improve visibility in residential and private spaces.

Budget
see Community & Youth, Objective 1

The neighborhood will give priority to block club grants that address safety through lighting and environmental design (Neighborhood Security Surveys).

Funding: NRP

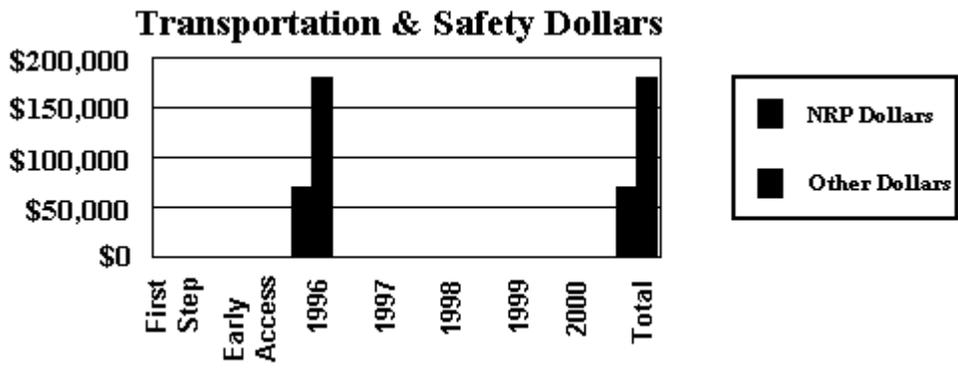
Committed Participants: Audubon Improvement Association, CCP/SAFE

Timeline: 1996 - 2000

NRP Statute: Safety and Crime Prevention

Audubon Park Neighborhood Action Plan - Transportation & Safety -

A	B	C	D	E	F	G	H	I	J	
GOAL 1	First Step	Early Access	1996	1997	1998	1999	2000		Total	
Objective 1										
A1: Traffic Study			\$ 11,000.00						\$ 11,000.00	
A2: Implementation			\$ 50,000.00						\$ 50,000.00	
B: Safety Measures										
NRP Dollars - Subtotal			\$ 61,000.00						\$ 61,000.00	
Other Dollars - Subtotal			\$ 167,000.00						\$ 167,000.00	
Total									\$ 228,000.00	
Objective 2										
A: Public Transportation									\$ -	
B: Mass Transportation									\$ -	
C: Transit Hub									\$ -	
D: Independent Bus									\$ -	
E: Bicycle lanes			\$ 9,000.00						\$ 9,000.00	
F: 'Borrow a Bike'									\$ -	
NRP Dollars - Subtotal			\$ 9,000.00						\$ 9,000.00	
Other Dollars - Subtotal			\$ 20,500.00						\$ 20,500.00	
Total									\$ 29,500.00	
GOAL 2										
Objective 1										
A: Mid-Block Lighting									\$ -	
NRP Dollars - Subtotal									\$ -	
Other Dollars - Subtotal									\$ -	
Total									\$ -	
Objective 2										
A: Private Visibility									\$ -	
B: Private Visibility			see Community Youth, Objective 1, Strategy B							
NRP Dollars - Subtotal									\$ -	
Other Dollars - Subtotal									\$ -	
Total									\$ -	



Audubon Park Neighborhood Action Plan -
Administration -

GOAL

- Provide a means for full implementation of the neighborhood's action plan.

OBJECTIVE 1

Create a sustainable administrative and financial structure to ensure that Audubon Park's Action Plan and subsequent neighborhood initiatives can be organized and implemented.

STRATEGY: Provide integrated staff support for the organization, coordination, and implementation of all parts of the Action Plan.

The neighborhood will hire staff to provide administrative support for all aspects of the neighborhood

	Budget
Administration	
Staffing (NRP)	\$ 120,758.00
Operation (NRP)	\$ 73,242.00
Othr Sources (est.)	\$ 33,100.00
Total	\$227,100.00

Action Plan. Responsibilities could include the following:

- Provide staff support to the Audubon Improvement Association Board, committees, and other groups as outlined in the plan or as established by the Board;
- Organize neighborhood plans and events;
- Act as liaison between City staff and departments (MCDA, Public Works, Park Board, etc.), other organizations, and neighborhood committees to ensure that contracts and other agreements generated by NRP Plan are carried out;
- Act as a liaison to other Northeast neighborhood associations, business and other organizations;
- Oversee administration of all reporting, finances, and record-keeping. Minimally report monthly, verbally and in writing, to the committee that will oversee staff and plan implementation;
- Develop additional non-NRP funding sources to increase the effectiveness of implementation and to ensure continuation of plans as NRP funds are phased out;
- and Organize volunteers to empower them to meet the needs of the neighborhood.

NRP funds will provide for three and a half years of staffing support and five years of operation support in order to accomplish this goal. Audubon Improvement Association expects to continue to receive funds from other sources to fund basic citizen participation activities (e.g. newsletter publication).

Funding: NRP (\$194,000), Other Sources (\$33,100 - estimate)

Committed Participants: Audubon Neighborhood Association

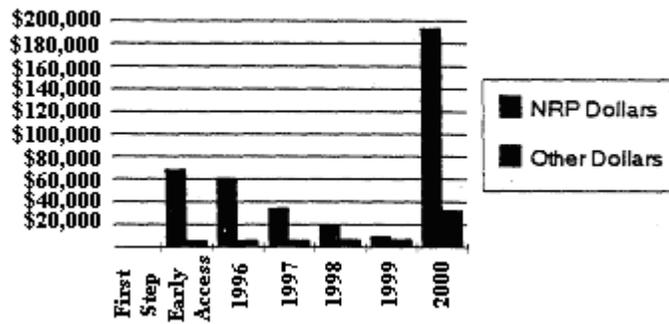
Timeline: 1996 - 2000

NRP Statute: Administration

**Audubon Park Neighborhood Action Plan
- Administration -**

A	B	C	D	E	F	G	H	I	J
GOAL 1	First Step	Early Access	1996	1997	1998	1999	2000		Total
Objective 1									
A1: Staffing			\$ 48,304.00	\$44,279.00	\$ 20,125.00	\$ 8,050.00			\$ 120,758.00
A2: Operation			\$ 19,985.00	\$16,414.00	\$ 14,523.00	\$ 12,525.00	\$ 9,795.00		\$ 73,242.00
NRP Dollars - Subtotal			\$ 68,289.00	\$60,693.00	\$ 34,648.00	\$ 20,575.00	\$ 9,795.00		\$ 194,000.00
Other Dollars - Subtotal			\$ 6,000.00	\$ 6,300.00	\$ 6,000.00	\$ 6,900.00	\$ 7,300.00		\$ 33,100.00
Total									\$ 227,100.00

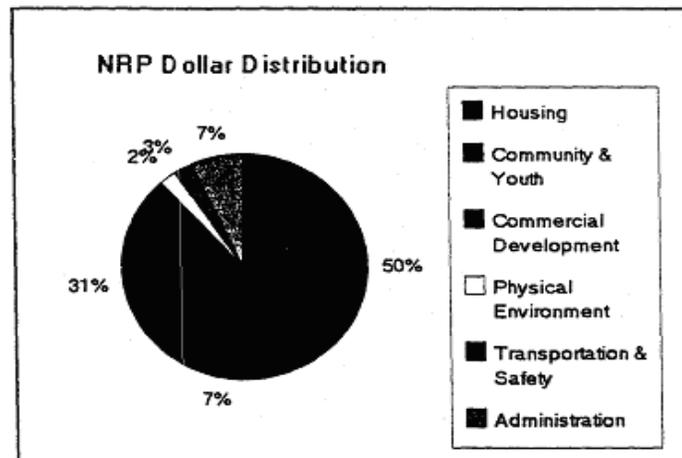
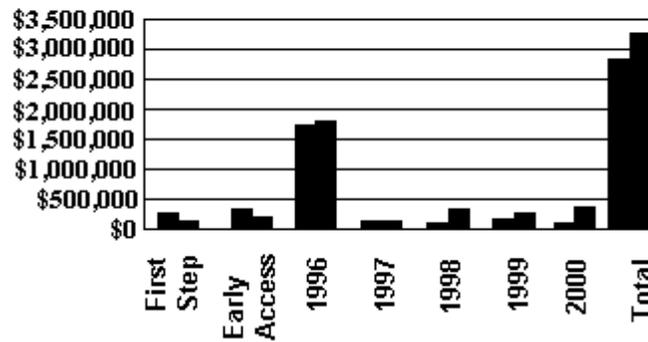
Administration Plan Dollars



Audubon Park Neighborhood Action Plan
- Comprehensive Funding -

A	B	C	D	E	F	G	H	I	J
	First Step	Early Access	1996	1997	1998	1999	2000		Total
Housing	\$ 250,000.00	\$350,000.00	\$ 800,400.00	\$ 175.00	\$ 175.00	\$ 175.00	\$ 175.00		\$1,401,100.00
Community & Youth			\$ 42,700.00	\$ 6,700.00	\$140,350.00	\$ 4,600.00	\$ 3,250.00		\$ 197,600.00
Commercial Development			\$ 648,000.00	\$22,000.00	\$ 22,000.00	\$162,000.00	\$ 22,000.00		\$ 876,000.00
Physical Environment			\$ 56,055.00	\$ 1,160.00	\$ 1,110.00	\$ 985.00	\$ 935.00		\$ 60,245.00
Transportation & Safety			\$ 70,000.00						\$ 70,000.00
Administration			\$ 68,289.00	\$60,693.00	\$ 34,648.00	\$ 20,575.00	\$ 9,795.00		\$ 194,000.00
NRP Dollars - Subtotal	\$ 250,000.00	\$350,000.00	\$1,685,444.00	\$90,728.00	\$198,283.00	\$188,335.00	\$ 36,155.00		\$2,798,945.00
Other Dollars - Subtotal	\$ 132,500.00	\$159,000.00	\$1,728,515.00	\$98,915.00	\$463,015.00	\$256,965.00	\$387,965.00		\$3,226,275.00
Total									\$6,025,220.00

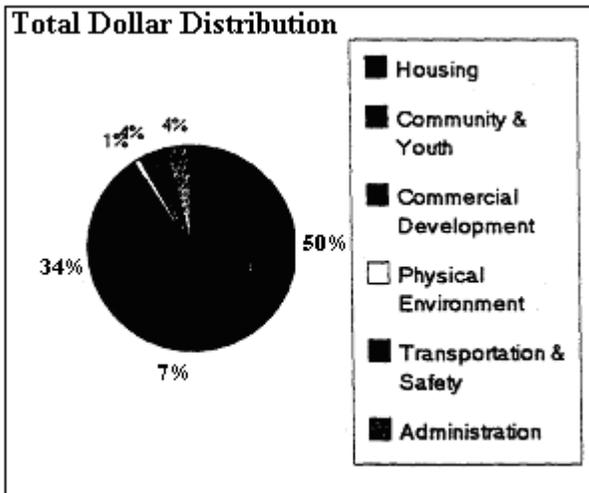
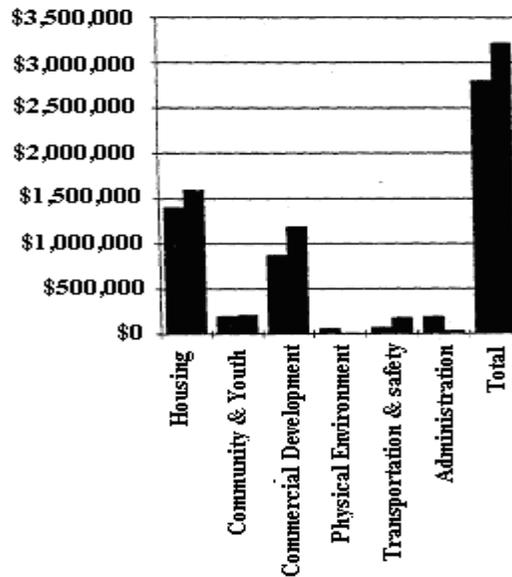
Comprehensive Plan Dollars by Year



Audubon Park Neighborhood Action Plan - Comprehensive Funding -

	J	K	L
1		NRP Dollars	Other Dollars
2	Housing	\$1,401,100	\$1,594,450
3	Community & Youth	\$197,600	\$211,100
4	Commercial Development	\$876,000	\$1,190,000
5	Physical Environment	\$60,245	\$10,125
6	Transportation & Safety	\$70,000	\$187,500
7	Administration	\$194,000	\$33,100
8	Total	\$2,798,945	\$3,226,275

Comprehensive Plan Dollars



**Audubon Park Neighborhood Action Plan -
Acknowledgements -**

Acknowledgements

The following people have participated in the development of the neighborhood's Action Plan. The first list contains names of Audubon Improvement Association members, and the second contains names and affiliations of those other individuals who helped in the development of this plan. A © and following name in the first list indicate a Director and Steering Committee member respectively.

Audubon Improvement Association Members

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Eddie Calderion
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Gary Drake
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Char Greenwald
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Cheryl Heilman
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Catherine Martin
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Sue Monette
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Lynne Okani

Audubon Park Neighborhood Action Plan
- Acknowledgements -

Members (continued)

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Audrey Renner
Anita Rourk
Darcy Rowe
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Cille Rutz
Deloris Saless
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Mange Schultz
Carol Sedlock
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Al Striker
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Dian Tobolt
Betty Tovsen
Elaine Trutwin
Tom Wallis
Joyce Watters
Larry & Benadette Watts
Kris Werle

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Tom Barret, Project for Pride in Living
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Officer Twila Villella, Community Crime Prevention/SAFE
Dick Warwick, Housing Inspections
Martha Williams, Resource Clinic
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Ali Yarke, Northeast State Bank

Additional thanks to anyone who may have been inadvertently left out.

Photograph on page 2 taken by Steve Ozone.