



Request for City Council Committee Action from the Department of Community Planning and Economic Development – CPED

Date: May 5, 2015

To: Council Member Lisa Goodman, Chair, Community Development and Regulatory Services Committee

Subject: Great Streets Business District Support contracts

Recommendation: Authorize CPED staff to negotiate contracts for business district support activities consistent with the recommendations given in the body of this report.

Previous Directives: (1) On March 27, 2009, the City Council adopted target categories for commercial nodes, corridors, activity centers, and LRT station areas as defined by *The Minneapolis Plan for Sustainable Growth*. (2) On April 27, 2007, the City Council reviewed and adopted the Great Streets neighborhood business district program. There have been annual requests for proposals and reports to the Council since 2008.

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Presenter in Committee: Rebecca Parrell, Senior Project Coordinator, CPED

Financial Impact

- No financial impact - funds for this activity were appropriated to the Great Streets program through the budget process.
- Action is within the Business Plan.

Community Impact

Neighborhood Notification: An RFP soliciting proposals for business district support activities in Great Streets neighborhood business districts was released to neighborhood organizations, community development corporations, business associations, and other community partners and posted on the City's website on January 15, 2015.

City Goals: Living well, One Minneapolis, and A hub of economic activity and innovation

Sustainability Targets: Economically vibrant neighborhood commercial districts create attractive urban neighborhoods for infill development, support efficient growth, and reduce the need for car travel to obtain necessary goods and services.

Comprehensive Plan: This recommendation is consistent with the goals of the comprehensive plan. Policy 4.1: Support private sector growth to maintain a healthy, diverse economy. 4.1.1 Use public development resources and other tools to leverage maximum private sector investment for public benefit.

Zoning Code: N/A

Living Wage/Business Subsidy Agreement: N/A

Job Linkage: N/A

The Great Streets Neighborhood Business District Program

The Great Streets Neighborhood Business District Program, adopted by the City Council in 2007, was formed to direct resources to support the vitality of the city's neighborhood business districts, which provide important goods, services, amenities, and jobs for residents and add character to communities. The program uses several tools to provide support to business districts, including the Façade Improvement Program, Real Estate Development Gap Financing, Business District Support Grants, and 2% Commercial Corridor Loans.

Through targeted investments, the program is producing tangible results and leveraging private investment. The façade program alone has stimulated over \$5 million of investment in commercial façade improvements citywide since its inception in 2008. In seven years, grant administrators worked on 533 façade improvement projects, providing \$1,546,100 in matching grants and leveraging \$3,614,658 in private investment. For every \$1.00 of public investment, the private sector invested \$2.34. Many improvements have catalyzed additional private sector investments in nearby properties. The City has provided \$2,935,000 in strategic real estate development gap loans to projects worth approximately \$22 million. These loans are repaid to the City with interest. In October of 2012, the International Economic Development Council awarded the program its top honor for Neighborhood Development Initiatives.

The Business District Support (BDS) grants are the primary subject of this report. The BDS Program has not only leveraged private dollars, including foundation investments and membership dues, but also volunteer hours and business sponsorships. The program has supported initiatives that increase the customer base of neighborhood businesses, helped business associations and others strengthen relationships with businesses, craft positive images of what their districts have to offer, encourage physical improvements to properties, and bring new interest to vacant spaces. Some neighborhood groups and community development corporations are engaged in Great Streets BDS activities, but the largest users are the City's 33 business associations. Business associations perform many functions and are not only engaged with CPED's Great Streets, but several other City departments and initiatives, including Business Licensing's Business Advisory Group and Health Inspections' education and consultation efforts.

In most cases, neighborhood based-organizations promoting commercial district revitalization utilize multiple tools, strategies, and community partnerships for maximum impact. This is true for the six neighborhood commercial nodes and two LRT station areas west of Hiawatha Avenue, north of Minnehaha Parkway, south of 34th Street, and east of Bloomington Avenue. The area has six neighborhoods represented within its boundaries, and in 2009, the Standish Ericsson Neighborhood Association partnered with Seward Redesign on a Great Streets BDS grant to conduct business recruitment and marketing activities for their area. As a leader in commercial revitalization, Seward Redesign was able to provide technical expertise to begin engaging the business community with area partners, supporting new private investments by area business and property owners, and promoting participation in the Great Streets façade improvement and 2% loan programs. In 2010, Seward Redesign, again in partnership with SENA, applied for and was awarded a second Great Streets BDS grant to help create the West of the Rail Business Association and conduct associated branding and business organizing work. In 2012, the Standish Ericsson Neighborhood Association received a BDS grant to create and purchase advertisements on LRT platforms and inside LRT trains. In 2013 and 2014, with assistance from SENA staff, the West of the Rail Business Association was in place to apply for and receive Great Streets BDS grants on their own. The organization now has 40 business members.

Other CPED investments made in this area since 2008 include 23 façade grants totaling \$63,335 leveraging \$100,800 and 16 small business loans totaling \$342,000, leveraging \$464,000, and retaining 25 jobs.

Great Streets Eligible Areas

There are 116 eligible geographic areas where adopted City policy supports neighborhood commercial activities. These are: commercial corridors, commercial nodes, LRT station areas, and activity centers designated in *The Minneapolis Plan for Sustainable Development*. The Great Streets program prioritizes resources to areas with demonstrated need and where private investments augment public funding. Eligible areas are grouped into three categories (intervene, support, and monitor) based on several measures of economic health, need, and opportunity (Attachment A). These categories are defined below.

- Intervene** areas that are experiencing weak development interest or significant obstacles to attaining the City's commercial development or business investment goals
- Support** areas showing signs of strength, but that remain fragile and have some barriers to market development and business investment
- Monitor** areas with strong market development and business activity

In 2014 three community corridors were added to the list of Great Streets eligible areas as a pilot project. They are Lowry Avenue from the Mississippi River to the western city border, Glenwood Avenue from Cedar Lake Road to Penn Avenue, and Nicollet Avenue from 32nd Street to 58th Street.

Business District Support Program Outcomes

Each Business District Support contract has a clearly-defined and agreed upon Scope of Services with measureable outcomes. This strengthens accountability and assists CPED staff in evaluating organizational performance and strategy success. Organizations receive payment only after they have submitted deliverables that demonstrate outcomes. Examples of deliverables include marketing materials, number of new members, narratives of businesses recruited to an area, market studies and implementation plans, copies of advertisements, number of participating businesses, etc.

The program is intentionally open to supporting a variety of activities, some new and innovative, others the bread and butter of grass roots business organizations. All share the foundational goal to support commercial vitality and strengthen business and district success. Three categories of activities include property investment, marketing initiatives, and business engagement and education. Visual examples of these types of work, completed-to-date under last year's contracts, are shown in Attachment B.

Property Investment

Several organizations focus on working with property owners to improve properties for future tenants and recruiting businesses to vacant storefronts. In 2014, Great Streets awarded a total of \$66,000 to five organizations to do work advancing the physical environment of our districts.

Examples include:

- Metro Blooms received \$28,925 to work with commercial property owners to green their properties with storm water management plans (SWMPs). In the first eight months of the contract they'd met with 13 businesses, created SWMPs and calculated return on investment numbers for 10 of those businesses, and prepared four applications for implementation grant funds and storm water credits.
- The Seward Civic and Commerce Association completed met with 16 businesses to discuss the potential of installing solar power on their buildings, 8 determined a solar project would be physically feasible and financially viable. These eight applied for rebates from the Made in Minnesota program and six were awarded a full or partial grant.

- The West Broadway Business and Area Coalition helped transform eight storefronts with \$6,000 of window merchandizing assistance.

Marketing Initiatives

The City's business districts are home both to destination businesses offering one-of-a-kind products, services, or experiences as well as neighborhood-serving businesses providing essential day-to-day necessities. With limited advertising budgets, small businesses and districts are often unknown beyond the neighborhood boundaries and sometimes even within them. Marketing initiatives aim to increase sales by getting the word out about an area, shaping its image, and drawing new customers to the district. Great Streets funded 13 organizations to implement marketing strategies in 2014, totaling just over \$200,000. A few examples include:

- Working very closely with businesses, the Longfellow Business Association launched a new campaign marketing antique, vintage, and second-hand stores on Minnehaha Avenue - *Shop the Minnehaha Mile*. With \$3,000 they produced a unified marketing image, pocket maps, Facebook page, store banners, and collective social media marketing.
- With funds for branding the West Bank business district, the West Bank Business Association tracked usage statistics for their public webpage- thewestbank.org. They found the number of sessions, length of sessions, and number of users all increased, yet the calendar function was not widely used. The calendar took a great deal of time and resources to keep up-to-date, so they decided to eliminate that function from the site.
- To market Lake Street's concentration of 'green' businesses (and support environmentally responsible business practices) over 75 businesses attended one of the Lake Street Council's (LSC) green business practices workshops, 6 businesses completed cost-saving commercial building lighting retrofits, and LSC led 3 tours of Lake Street green businesses.

Business Engagement and Education

Opportunities for businesses to network are important to spur increased participation and collaboration in district activities and promotions. With a relatively modest investment of \$80,000, Great Streets funded ten organizations last year to convene business networking meetings and educational workshops, conduct member drives, and do business outreach. Select outcomes include:

- The West Bank Business Association has held monthly seminars, with nearly 150 businesses attending in the past year. Topics covered include: Cultivating your Online Audience, The Perfect Patio, Leveraging Light Rail, and A customer of yours is a customer of mine.
- One piece of the Marcy-Holmes Neighborhood Group BDS grant last year was to renew the area business association with a new, Dinkytown image and approach. Business engagement was critical. A new Mail Chimp e-newsletter was crafted using a fresh, updated business contact list for distribution and a formal outreach plan was developing using information provided by half of the area businesses in a stakeholder survey.
- With BDS funding, the Lake Street Council dramatically increased their targeted outreach to East African business owners. They developed relationships with over 75 East African business owners and community leaders, increased East African participation in their programs to over 20 participants, and added Somali representation on their Board of Directors.
- The work conducted by the West Broadway Business and Area Coalition to organize businesses has always taken many approaches to reach as many businesses as possible, including one-on-one meetings, seminars, networking events, and committee meetings. In 2014, their diverse approach to community building paid off when 60% of the property owners voted in favor of establishing a new, first of its kind, Self-Managed Special Service District (when only 25% is required for passage), and only one out of approximately 120 filed a written opposition.

2015 BDS Request for Proposals (RFP)

Proposals for BDS grants are solicited on an annual basis through an RFP process. Eligible activities through this year’s RFP included: business recruitment efforts, marketing and branding campaigns, educational workshops, networking opportunities, merchandizing assistance, member drives, and special events. Events had not been eligible in the past few years, but staff included them again this year, recognizing the need for start-up funds for the first year or two of new events given their high-profile nature and large customer exposure.

The RFP outlines the evaluation criteria for reviewing the proposals and establishes a point value for each criterion: (i) need, outcomes, and impact; (ii) best practices and innovation; (iii) leverage and budget; (iv) capacity and readiness, and (v) whether the business district is in an area identified as a priority for City investment. Staff issued the RFP on January 15, 2015, with proposals due February 26, 2015. CPED received 27 proposals requesting a total of \$975,000. The proposals were reviewed and evaluated by a team comprised of representatives from CPED Business Development and Communications, the Coordinator’s Office, Public Works, the Local Initiatives Support Corporation (LISC), Hennepin County, a Minneapolis business representative, and a private Minneapolis marketing firm. CPED geographic sector teams also provided input on the proposed activities.

The RFP requested that all applicants include information about their member dues, if they are a membership organization. Of the 18 membership organizations that submitted a proposal, there was an extremely wide range of fees; from no minimum to a six-level tiered structure based on FTE counts, charging \$125 for businesses with 1-2 FTE up to \$2,700 for members with more than 50 FTE (Attachment C). It is understood that different parts of the city can demand different dues structures and that what works for one area and organization can differ from another. However, CPED staff suggests that organizations’ boards think carefully about how they can maximize their dues structure and other non-City funding mechanisms to pay for member services.

Proposals Recommended for Funding

With a field of \$975,000 of proposed activities, it was challenging for the review team, CPED staff, and management to make a final cut down to recommending only \$542,400 for funding in Business District Support Grant contracts this year. Only three proposals are recommended for the full amount requested, another 17 are recommended for partial funding, and 7 are not recommended for funding. The collaborative work Minneapolis organizations are doing to advance commercial revitalization in the City is tremendous and was reflected in the proposals, which are stronger and stronger each year.

If the recommended \$542,400 is approved by the City Council, the dollars remaining in the Great Streets budget for a fall 2015 RFP to fund Façade Improvement Matching Grants will be approximately \$300,000. The average annual total awarded through the Façade Improvement Matching Grant Program is \$330,000. Staff, as directed in a budget action by the Council, plans to prepare a detailed fund status report this summer.

Proposer	Ward	Eligible Areas	Area Category	Eligible Activity Descriptions	Total Request	Total Recommended	Leverage
38 th & Chicago Business Association	8, 9	38th & 4th, Chicago, Bloomington	Intervene & Support	Member Services \$4,750 <i>NOT FUNDED: Pop-Up Campaign 2.0 \$16,900, Business Directory \$2,000</i>	\$23,650	\$4,750	\$2,000

Dinkytown Business Alliance	3	Dinkytown AC	Support	Enhanced Business and District Online Marketing \$31,500 Membership Drive \$1,200 <i>NOT FUNDED: Pop-Up Creative Place-Making Events \$3,900</i>	\$36,600	\$32,700	\$11,200
East Downtown Council		Chicago Ave CC, Mill District AC	Support & Monitor	District Branding \$25,000 <i>NOT FUNDED: Development Engagement Strategy \$25,000</i>	\$50,000	\$25,000	\$27,200
Franklin Area Business Association	6	Franklin Ave CC	Support	Membership Drive \$5,000 Franklin Open Streets Pop-up Demonstrations \$10,000 <i>NOT FUNDED: FABA Map & Marketing Materials Update \$3,500</i>	\$18,500	\$15,000	\$9,600
Hennepin Theatre Trust	3, 7	Hennepin Ave CC, Warehouse District	Support	Made Here Interactive Pop-ups \$27,500 Business & Property Owner Workshops \$2,000 <i>NOT FUNDED: Admin \$4,425 (included in program dollars)</i>	\$33,925	\$29,500	\$34,000
Lake Street Council	2, 6, 8, 9, 10, 12	East Lake St CC, Midtown Lake St CC, West Lake St CC, Lagoon Ave CC, Lake St LRT	Support & Monitor	Targeted Events & Tours \$13,150 Business Energy and Waste Efficiencies \$4,350 Arts and Culture Destination Marketing \$11,500 <i>NOT FUNDED: Online Marketing \$8,250, Filling Vacant Storefronts \$12,700</i>	\$50,000	\$29,000	\$50,000
Latino Economic Development Center	6, 9, 10	Midtown Lake St CC, Central Ave CC, Nicollet Ave CC	Support	Member Drive & Business Intelligence Gathering \$20,000 Lake Street Taco Tour \$10,000 <i>NOT FUNDED: 5 Ed Workshops \$2,000, Brand Development Training Seminar Series \$10,000, Admin \$5,000 (included in program dollars)</i>	\$47,000	\$30,000	\$19,400
Longfellow Business Association	2, 9, 12	East Lake St CC, 38th & Minnehaha Node, Lake St, 38th St, & 46th St LRTs	Support	Shop the Minnehaha Mile, phase 2 \$19,930 <i>NOT FUNDED: Open Streets Augmentation \$19,000</i>	\$38,930	\$10,000	\$2,400
Lowry Corridor Business Association <i>(Project for Pride in Living)</i>	4, 5	Lowry Pilot CC	Intervene	Membership and Networking Meetings \$7,200 Assistance to Member Businesses \$7,500 Web Maintenance \$3,000 Marketing with Neighborhoods \$3,650 <i>NOT FUNDED: Develop Connection with 121 Home-based Businesses \$9,600, Expand Business Association North of Lowry \$1,250, Expand "What We Have" Marketing Campaign \$4,300, Business of the Month \$8,760, Popping Out \$4,500</i>	\$49,760	\$21,350	\$1,400
Mercado Central	9	Midtown Lake St CC	Support	Marketing Plan \$15,000 Marketing Plan Implementation \$15,000 <i>NOT FUNDED: Individual Business Improvements \$20,000</i>	\$50,000	\$30,000	\$20,000
Metro Blooms	1, 2, 6	Cedar Ave CC, Riverside Ave CC, Central Ave CC	Intervene & Support	Property Owner Outreach & TA \$13,200 Implementation Funding Assistance \$6,000 <i>NOT FUNDED: District Open House/Showcase Events \$5,000</i>	\$24,200	\$19,200	\$11,300
Midtown Global Market	6, 9	Lake & Chicago AC	Support	Marketing & Promotions \$30,000	\$30,000	\$24,000	\$180,000

Midtown Greenway Coalition	2, 6, 9, 10	East Lake St CC, Midtown Lake St CC, West Lake St CC	Support & Monitor	Midtown Greenway / Lake Street Connections Implementation Plan \$26,500 Pilot Placemaking Project \$7,500 Admin \$5,000	\$39,000	\$39,000	\$73,000
Native American Community Development Institute	6	Franklin Ave CC	Support	Anpetu Waste \$8,750 Four Sisters Farmers Market \$8,750 Website \$2,500 Admin \$3,000	\$23,000	\$23,000	\$14,000
Nicollet-East Harriet Business Association	8, 11, 13	Bryant & 36, 46, 50; Lyndale & 36, 40, 54, 58; Grand & 38; Penn & 50, 54, 60; Xerxes & 50, Nicollet Pilot CC	Support & Monitor	Mobile App Development \$12,250 Updating Business Database \$4,800 Marketing and Promotion \$17,650 Admin \$5,200	\$39,900	\$39,900	\$12,300
Patrick's Cabaret	2, 9	East Lake St CC, Lake St LRT	Support & Monitor	The Longfellow Roots, Rock and Deep Blues Music, Art and Food Festival \$27,700	\$27,700	\$18,450	\$36,900
Seward Redesign	2, 6, 9, 12	Franklin Ave CC; Franklin LRT; Lake St CC; Lake St LRT; 38th LRT; 46th LRT; 38th & 23rd, 28th, Cedar, 42nd; 42nd & Cedar, 28th; Cedar & Minnehaha	Support & Monitor	Promote Property Investment \$18,750 Business Retention, Expansion, and Attraction \$20,950 <i>NOT FUNDED: East Lake St Promotion \$10,300</i>	\$50,000	\$39,700	\$16,500
West Bank Business Association	2, 6	Cedar Ave CC, Riverside Ave CC, West Bank LRT, Cedar-Riverside LRT	Intervene	Marketing & Branding \$9,220 Station-to-Station Pop-up Wayfinding \$15,780 Business Seminars \$12,810 Member Drive \$4,675 <i>NOT FUNDED: Secret Shopper Campaign \$7,500</i>	\$49,985	\$42,500	\$49,200
West Broadway Business and Area Coalition	5	West Broadway CC	Intervene	Holiday on Broadway \$5,000 Branding & Marketing \$20,000 Retail Recruitment \$12,500 <i>NOT FUNDED: Design Assistance \$12,500</i>	\$50,000	\$37,500	\$60,000
West Market District Business Association (Northside Residents Redevelopment Council)	5	Glenwood Ave CC	Support	Business Recruitment \$13,900 Web & Social Media \$11,100 Business Member Assistance \$2,600 Admin \$4,150 <i>NOT FUNDED: 30-day Pop Up \$5,350, Business Education \$350, Member Drive \$6,050</i>	\$45,250	\$31,750	
TOTAL					\$777,500	\$542,400	\$630,400

38th & Chicago Business Association

The 38th & Chicago Business Association requested funds to build on their recent work soliciting current and potential member feedback, conducted by a local consultant. Providing basic member services like an e-newsletter, website updates, social media marketing, and member meeting coordination is an important component to this small, yet committed group.

Not Recommended: Last year, 38th & Chicago was awarded funds to coordinate a local artist-focused pop-up campaign, held in conjunction with the annual Arts on Chicago event in June. While staff is very excited to see the outcomes from the initiative this coming summer, this year's proposal did not highlight the vacant properties where a second phase campaign would focus. Their request for a

printed business directory is also not recommended due to the nature of paper directories not meeting the portability demands of today's customer.

Dinkytown Business Association

The Marcy-Holmes Neighborhood Association received a Great Streets grant last year to assist Dinkytown businesses in reestablishing a business association and beginning an area marketing campaign in the wake of the adoption of the small area plan. The proposal this year was submitted by the newly formed business association and builds on the work completed under the previous contract. In addition to funding a small member drive, staff recommends funding a large campaign to improve businesses' online marketing, district marketing, and collaborative marketing strategies. The request proposes they will continue to contract with a local media firm to lead the work.

Not Recommended: PARK(ing) Day and Open Streets on University Avenue are planned for 2015. There are City dollars already committed to these events for permitting and policing. It was not clear what added value would result for businesses from a contribution through Great Streets.

East Downtown Council

East Downtown Council is partnering with the Minneapolis Downtown Council Improvement District and PadillaCRT, an area public relations agency, in defining a district brand for East Downtown that will serve the multitude of stakeholders and complement the other districts of downtown. To begin that process, PadillaCRT is committed to contributing \$25,000 of pro bono assistance to create a marketing plan and implementation steps for the area. The Great Streets dollars would expand their work, to ensure a comprehensive approach to designing a creative brand design for the emerging district.

Not Recommended: The portion of the proposal requesting funds to create a new development engagement strategy was not well understood and it was unclear how a new strategy would relate to existing engagement work.

Franklin Area Business Association

This is the first year the Franklin Area Business Association has requested BDS funds. Both a \$10,000 request to work with businesses to bring heightened visibility to their goods and services during the 2015 Franklin Open Streets and a \$5,000 request for a member drive are considered sound strategies for this corridor. Business and property owner engagement is important to building a strong network in an area. When strong, a committed business community can have a dramatic effect on propelling an area forward. Both a member drive and focused effort to engage business and property owners in Open Streets are good ways to build capacity.

Not Recommended: For reasons previously stated, staff does not support funding a printed map.

Hennepin Theatre Trust

Hennepin Theatre Trust requested funds to build on their *Made Here* initiative- part of their work developing a consistently positive experience on Hennepin Avenue. The proposal would open up vacant first floor commercial spaces for artists and the public to interact both on Hennepin Avenue and in the Warehouse District. The work will also provide forums for commercial property owners to engage with programming staff and hear testimonials from property owners who have participated and benefited from previous *Made Here* activities.

Not Recommended: Staff costs were calculated in the project total, so their additional administrative request is not eligible.

Lake Street Council

The Lake Street Council's request to host tours for organized groups to expose new customers to Lake Street as well as support events to encourage current customers to spend more time and money on Lake Street is a targeted way to reach customers with marketing specific to their interests.

Funding the Lake Street Council (LSC) for helping businesses install simple and inexpensive energy efficiency upgrades is a positive way to help businesses see real monetary benefits with little effort and move the dial on small business greening efforts. Lastly, funding the LSC's proposal to market the corridor as an arts and culture destination leverages area grant funds, capitalizes on the real arts concentration on Lake Street (11 theaters, 3 galleries, and cultural centers), and provides for a grass roots approach to cultural district identification and growth.

Not Recommended: Filling vacant storefronts. The Lake Street Council has a Business Technical Assistance Program (B-TAP) contract to assist new and expanding businesses. What is unclear is why these activities are not applicable to that contract. Additionally, their proposal to revamp the visitlakestreet.com website lacked detail as to how an update would bring the website to the tech savvy level needed in today's consumer environment.

Latino Economic Development Center

The Latino Economic Development Center's (LEDC) proposal to conduct an intensive business intelligence gathering exercise and member drive is a strategic activity at this point in time for LEDC. CPED staff will work with LEDC to ensure that the individuals chosen to conduct the work are the most appropriate for soliciting the necessary feedback from members and Latino business owners to focus the organization's work in the coming years as business needs and markets change. In 2013 Great Streets funded an inaugural Lake Street Taco Tour. Overall it was a tremendous success. Funding a second Lake Street Taco Tour, at one-third of the event cost, is a great example of how a Great Streets BDS grant can provide start-up funds for an event that then proves to businesses and sponsors that it is worth investing in, and can work toward eliminating the need for Great Street funding.

Not Recommended: The proposal for topic specific workshops and marketing training sessions may be appropriate strategies, but the intelligence gathering funded this year will inform what services are most needed by businesses.

Longfellow Business Association

Last year, the Longfellow Business Association successfully spent a \$3,000 Great Streets grant to brand the Minnehaha Mile- the stretch of Minnehaha Avenue from Lake Street to the falls- where antique, second-hand, and vintage shops have clustered. The businesses realized that marketing their cluster would benefit them all. Building on last year's work, the group drafted a much larger, \$20,000 budget for this year, to continue marketing the Minnehaha Mile. They prepared a strong proposal, but offered very little leverage. The recommendation is to offer a challenge grant, providing one-half of the total and requiring the businesses to raise the remaining half, or cut back on the identified ads.

Not Recommended: The proposal to co-fund the East Lake Street Open Streets event did not convey how the dollars would specifically change the event in a way that would result in businesses experiencing more sales that day or in the future. Additionally, the City has already committed funds for permitted and policing the event.

Lowry Corridor Business Association

Continuing to support membership and networking meetings, general business support, website maintenance, and neighborhood marketing efforts are good strategies to help Lowry businesses continue to strengthen their networks and organization. If the organization would like to redirect some of these dollars to their new Business of the Month initiative, staff supports that activity as well to continue to build new ways of introducing existing businesses to new customers at a lower budget than the \$9,000 requested.

Not Recommended: The activities not recommended include: developing a connection with home-based businesses, which is not a core goal of the commercial corridor and node focused Great Streets Program; expanding the membership base north of Lowry Avenue, which already has an active business

association; continuing the “What We Have” campaign, which has not produced a unified approach the last two years it was funded; and creating a new spring corridor event in addition to the Fall Harvest Fest/Open Streets.

Mercado Central

The Mercado Central is at a turning point in their 15 year history. With a few challenging years just behind them, they have refocused their attention to the market’s future health and the prosperity of its member businesses. Their proposal to fund the creation of a new marketing plan and then begin to fund its first implementation steps is a wise choice at this time. Their marketing efforts need to be strategically focused, embraced by the members, and crafted by professional consultant(s) to ensure the dollars produce the most significant benefits possible. The Mercado Central doesn’t need a new brand, but does need a new, cohesive marketing strategy.

Not Recommended: The initial implementation of a prepared Marketing Plan may recommend individual business improvements, some of which may be funded with the \$15,000 recommended for implementation. However, the \$30,000 recommended should be sufficient to begin implementing parts of the plan and prepare the Mercado to request more specific implementation funds in the future.

Metro Blooms

Great Streets funded Metro Blooms for the first time last year, for a new approach to directly assist commercial property owners with Storm Water Management Plans (SWMPs) that result in savings on their storm water fees, environmental benefits to the City’s storm water system, and community greening. Last year they worked with properties on Nicollet and Lyndale Avenues in the Whittier Neighborhood and businesses on East 38th Street. This year they propose working with businesses in the West Bank Business Association service area and on Central Avenue Northeast. There is significant leverage in the proposal, as Metro Blooms works to receive grants to fund the capital improvements needed to implement plans they create. CPED would like to work with Metro Blooms to explore other resources that can help fund this important front end work.

Not Recommended: It is suggested that Metro Blooms work to find business and community sponsors for the community open houses they proposed, as a way of highlighting the work completed under the grant. CPED Communications will also work to market the improvements being made by property owners.

Midtown Global Market

The Midtown Global Market requested funds to support a variety of marketing initiatives designed to drive customer traffic to the market. These initiatives are designed and overseen by PR firm Nemer Fieger, which has had a long commitment to the market with a much reduced rate for their services. The BDS grant fully funded the Nemer Fieger contract in year’s past at \$50,000. Nemer Fieger’s network and attention on the market has averaged over \$200,000 monthly in equivalent publicity value. Last year, in a very competitive funding round, CPED funded half of the Nemer Fieger contract to continue supporting this great leverage. Again this year, a \$2,000 monthly marketing grant is recommended (reduced to \$24,000 from the \$30,000 requested) to continue putting the Chicago Avenue and Lake Street intersection on the metro screen in a positive light.

Midtown Greenway Coalition

In partnership with Hennepin County Community Works, the Lake Street Council, and Midtown Community Works, the Midtown Greenway Coalition proposes stretching \$73,000 of County funds with \$34,000 of City dollars. The project is to fund a Midtown Greenway/Lake Street Connections Implementation Plan and a Pilot Placemaking Project to experiment with connection placemaking strategies. Hennepin County has invested over \$27 million on the creation of the Midtown Greenway; however, the wayfinding between the Lake Street businesses and nearby residents

continues to be a challenge. Funding a robust implementation plan and pilot implementation project is a good way to make significant progress on this challenge and give it the attention deserved. Getting greenway users up to Lake Street and back down to the greenway more effectively is an opportunity that shouldn't be missed due to the lasting symbiotic relationship that can be fostered.

Native American Community Development Institute

The Native American Community Development Institute's proposal has two main parts. First, they will create a Four Sisters Farmers Market, modeled after the successful pop-up market at last year's Open Streets Event in the Community University Health Care Center parking lot. Second, they will create the Anpetu Waste Cultural Arts Marketplace in the Right Of Way median of Franklin Avenue, below the Hiawatha LRT line. Both are positive, well-timed strategies to continue the growth of the American Indian Cultural Corridor, the only one of its kind in the country and nationally recognized as a destination. There is concern that the amount requested for updating their website to reflect the work of Anpetu Waste and the Four Sisters Farmers Market is not adequate to do so in a robust manner and will work with NACDI to outline the best use of the \$2,500 to prepare the markets for a future platform that will broaden the audience.

Nicollet-East Harriet Business Association

The Great Streets Business District Support Program has provided funds to inform, launch, and expand the Experience Southwest brand for the large section of southwest Minneapolis served by the Nicollet-East Harriet Business Association (NEHBA). This year, their entire proposal is to fund an Experience Southwest mobile app that would be hyper-local, differentiating it from Google Maps, Yelp, or FourSquare. The organization extensive database of businesses will help create a robust and complete picture of the businesses in the area. It would have a 'near me' feature that would populate businesses for users in southwest Minneapolis, an opt-in push notifications option for receiving coupons and events, interactive features to send photos and reviews, and more. Many of the proposals in recent years have requested funds to update business listings/directories on business association websites, but there is not strong evidence that they are used widely enough to greatly impact sales and customer volumes. If successful, this app could be rolled out across the City and provide a much needed solution for many of the districts trying to tackle similar problems in more conventional, and in the long-run, less effective ways.

Patrick's Cabaret

For the first time, a group of area businesses anchored by a non-profit organization, Patrick's Cabaret, applied to the Great Streets Business District Support Program. Seeing the program attract new submittals is a positive trend as the program evolves and becomes more widely recognized as a source for commercial district revitalization. The Lake Street Taco Tour proved very successful in its first year implemented by the Latino Economic Development Center and the Cabaret's proposed Roots, Rock, and Deep Blues Music, Art and Food Festival is a similar approach to bringing greater awareness the multiple business offerings surrounding the Lake Street Hiawatha LRT Station. The total event budget is estimated at \$55,000, and the request was to fund half the total. In a very competitive grant round, CPED recommends funding one-third of the total cost and encourages the primary event partners: The Hub Bicycle Co-op, Gandhi Mahal, Harriet Brewing, and Patrick's Cabaret to explore additional funding sources beyond what they've currently identified. LoLa, the League of Longfellow Artists is not planning their art crawl this year, and will showcase their work at this festival instead.

Seward Redesign

Seward Redesign is a proven leader in commercial revitalization. They take a comprehensive approach assisting businesses and property owners, coordinating branding and design services to increase market visibility, promoting property investment with attention to design and longevity,

removing barriers to leasing vacant properties, and recruiting new businesses with tenant mix at the forefront. This year they requested \$18,750 for their property investment work and \$20,000 for their business retention, expansion, and attraction work, which can be billed at \$5,000 per business (in line with the B-TAP Program Guidelines). Seward Redesign has a parallel B-TAP contract and CPED staff managing the two separate contracts will coordinate to prevent double billing.

Not Recommended: If expanding the Eat Lake Street campaign for a third year is valued by the businesses involved; their contribution to the campaign cost should be larger than the proposed 30 percent.

West Bank Business Association

The West Bank Business Association proposal requested funds for district marketing, station-to-station wayfinding experimentation, educational business seminars, and a member drive. All four activities have innovative angles to the work to tailor the strategies to the West Bank's needs. The seminars will be videotaped for sharing with businesses unable to attend. Traveling between the two LRT station areas in the district is challenging and the most effective wayfinding system has not yet been identified. These grant dollars will help artists explore the possibilities with some temporary installations to help determine what a permanent system should entail. The member drive they propose includes a push for current members to bring in new members.

Not Recommended: The outcomes anticipated from a proposed secret shopper campaign were not as compelling for district change as the organization's other activities.

West Broadway Coalition

The West Broadway Business and Area Coalition (WBC) continues to build on their activities over the past several years. With a strong, multi-faceted approach to corridor revitalization, this year WBC looks to expand their holiday pop-up boutique, showcase the cultural and business assets of the corridor with a visual and video marketing campaign, and recruit new businesses to diversify the retail mix. When combined with WBC's other work, these activities are fundamental strategies to improving West Broadway's image to draw more people to the corridor, customers' experiences when they visit, and the number of return visits.

Not Recommended: There were questions regarding the right timing and funding approach for their design assistance for facades, signage, bridge art installations, and enhanced design guidelines.

West Market District Business Association

Last year was the first year the businesses on Glenwood Avenue submitted a proposal to the Great Streets BDS program. They were awarded a grant to create an official business association organization, develop a brand strategy for the area, and develop a website. This work is underway and their proposal this year highlights the need for business recruitment to fill vacant properties, web and social media development and enhancements, and general member services. As an emerging area of commercial activity, these strategies can help create the foundation for a strong network to build the area's future together. While business recruitment expertise takes time to develop, the proposal recognized the area's assets in both the creative and real estate fields.

Not Recommended: A 30-day retail pop-up shop was proposed, but with limited details on how it would be successfully accomplished. If their work for business recruitment is funded this year, it should provide a great background for pursuing pop-up activities in the future. The proposed member drive is also not recommended. There are several mechanisms they do have that can be forums for continued member development in the coming year.

Proposals Not Recommended for Funding

Seven proposals are not recommended for funding. City staff will reach out to each of these organizations to review the proposed activities and explore ways we can work together in the future.

Proposer	Eligible Areas	Area Category	Eligible Activity Descriptions	Request
50th & France Business Association	50th & France Node	Monitor	Open Streets \$9,300 Collaborative Social Media Workshops \$524	\$10,324
African Development Center	West Bank LRT, Cedar Ave CC, Riverside Ave CC	Intervene	4 Business Luncheons \$20,000 4 Tech-Based Business Workshops \$20,000	\$40,000
Business Association of Whittier Alliance	Nicollet Ave CC, Lyndale Ave CC, Franklin Ave CC, Lake St CC	Support & Monitor	Web Site Development \$10,000 Social Media Channel Enhancement \$3,800 Email System Enhancement \$1,200 Online Asset Library \$3,000 Admin \$2,700	\$20,700
Nicollet Island - East Bank Neighborhood Association	East Hennepin AC, Hennepin Ave E CC, Central Ave S CC	Monitor	Content Management System (CMS) Implementation \$6,500 Member Engagement & Outreach \$12,500 Small Area Plan - Economic Development with NEBA \$17,500 Admin \$5,475	\$41,975
Northeast Minneapolis Chamber of Commerce	University & Lowry, 13th; Johnson St & 22nd, 29th; Lowry & Marshall; Central & 37th; Central Ave NE CC; Central Ave S CC, Grain Belt AC; East Hennepin AC	Monitor & Support	Destination Northeast \$24,500 Marketing \$8,000 Arts Foundry \$6,600 Database Development \$3,400 Admin \$7,500	\$50,000
Seward Civic and Commerce Association	Franklin Ave CC, Franklin LRT	Support	Solopreners \$3,300 Proactive Board Member Recruitment \$5,000 Web Forum Advancement \$1,500	\$9,800
Stadium Village Commercial Association	East Bank LRT, Stadium Village LRT, 29th Ave LRT	Support	New Customer Attractions \$14,000 Membership Drive \$2,500 Market Survey \$9,500	\$26,000

50th & France Business Association

The 50th & France Business Association approached Minneapolis Open Streets with their idea for an event in 2015; however, it was not selected for this year. If an alternative event were created, the proposal was not clear how it would differentiate it from the Open Streets brand.

African Development Center

The African Development Center (ADC) applied for significant dollars to fund staff to coordinate four business luncheons and four tech-based business workshops. The review did not question that luncheons and workshops provide value to businesses; however, the budget was extremely high at \$5,000 for each 1-2 hour event, held at their offices. ADC has been awarded BDS funds in previous years for similar work, but for a much smaller budget. Their proposal also had not fleshed out any sources of leverage nor the specific topics or speakers.

Business Association of Whittier Alliance

Overall, the Whittier proposal was light on providing a compelling case that their proposed activities would translate into new customers or sales for area businesses. Many could be the right strategies for the area, but in a very competitive round the proposal would need to provide greater detail on funding outcomes and impact.

Nicollet Island - East Bank Neighborhood Association

The Nicollet Island – East Bank Neighborhood Association requested funds for several initiatives on the heels of their newly adopted small area plan. Staff appreciates the well-timed proposal and the need for strategic work in this area; however, CPED was advised by Neighborhood and Community

Relations that much, if not all, of what was proposed can be funded through the neighborhood's Phase II NRP Plan. Their appointed NCR staff is currently working with them to develop the plan.

Northeast Minneapolis Chamber of Commerce

The Northeast Minneapolis Chamber of Commerce's proposal did not persuade reviewers that the proposed activities and associated budget are ready to produce commensurate impact. For instance the existence of four different NE websites and their coordination or elimination with the creation of a fifth website was not addressed. Additionally, impact from website blog posts was absent.

Seward Civic and Commerce Association

The Seward Civic and Commerce Association (SCCA) proposal requested funds to provide support to one-person and home-based businesses. While Great Streets recognizes that home-based businesses may grow into brick and mortar locations, the geographic, district focus of the program leans away from funding this type of activity. Their proposal to utilize consultants to recruit more board members, when the identified problem was board member retention came across as a mismatch between problem and solution. Finally, enhancing a struggling business web forum might be exactly what it needs to become successful, but staff recommends they pursue this strategy without City funding at this time.

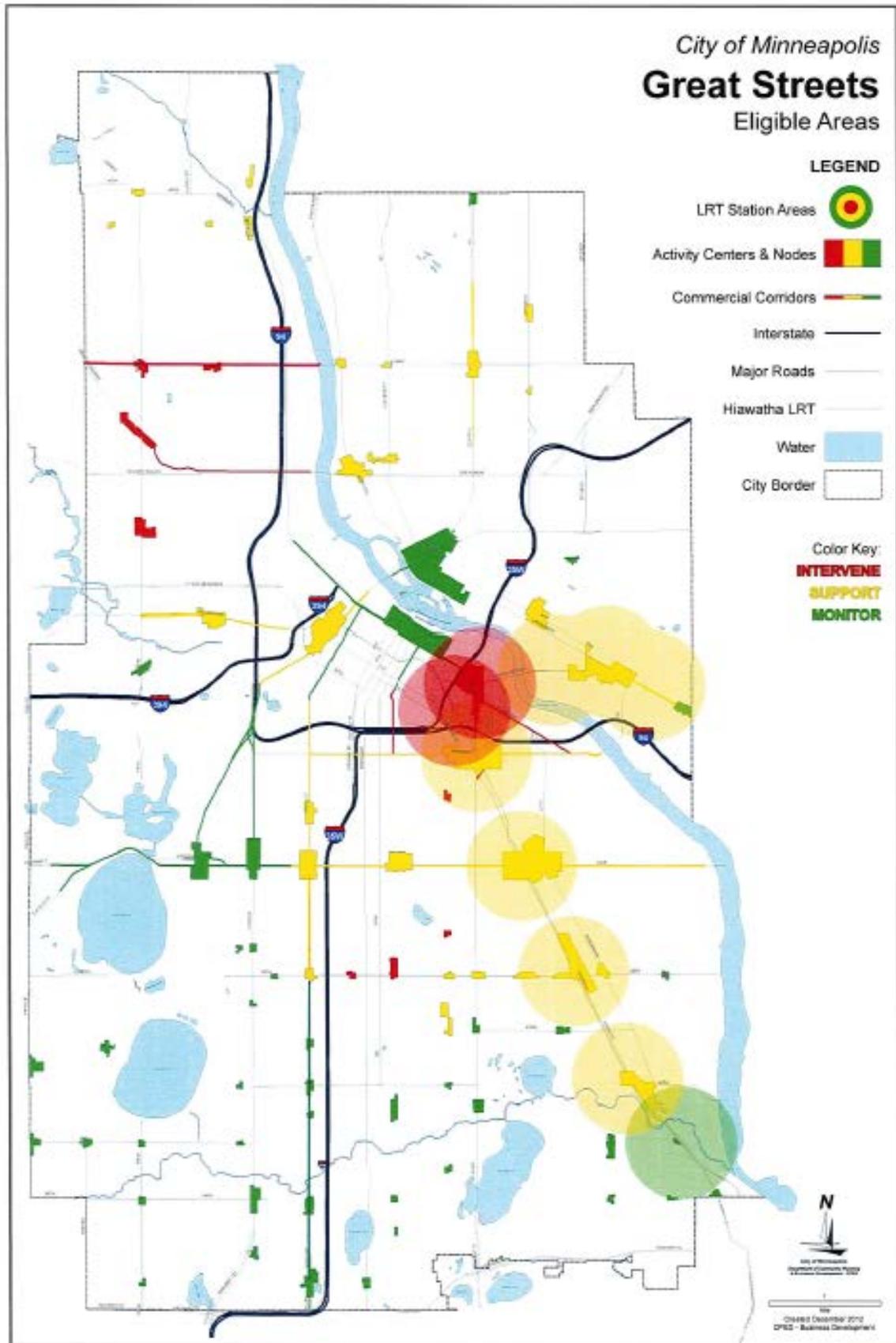
Stadium Village Commercial Association

The Stadium Village Commercial Association (SVCA) proposal for marketing to new customers did not have a new angle to it from previous years. Their member drive and market survey sounded like the right activities for this area at this time, but again in a very competitive grant round, the proposal didn't make a case for the impact these activities will have on the health of the business district, relative to the public benefit and impacts of other proposals in this round.

Attachments

- A: Great Streets Eligibility Map
- B: Examples of 2014 Activities
- C: Member Dues Chart

ATTACHMENT A: Great Streets Eligible Areas Map



ATTACHMENT B: Business District Support Grant Work Examples (2013-2014)

Longfellow Business Association's *Shop the Minnehaha Mile*

on Minnehaha Avenue

SHOPS THAT FEATURE
vintage
repurposed
SLIGHTLY USED
Gorgeously upcycled
rediscovered
NEW TO YOU

Scan this qr code for google map listing all stores, hours & locations.

See reverse side for listing of all Shop the Minnehaha Mile shops

SHOP THE MINNEHAHA MILE

from Lake Street to the Falls

a project of
 City of Minneapolis
Great Streets
 Metropolitan Planning Agency
 2013-2014

LBA
 Longfellow Business Association

Dinkytown Business Alliance's New Brand Identity- Dinkytown USA

DINKYTOWN USA

ARRIVE DO TASTE STAY SERVICES EVENTS CONTACT

Metro Blooms' Storm Water Management Plans

PERMEABLE PAVEMENT / OPTIONAL TREE TRENCHES -

960 SQ FT permeable pavement system could infiltrate close to 100% of the runoff produced from a 1.27" rain event from the roof and parking lot.

System would be best if designed with tree trenches. Trees would be a great asset to the property and would drastically increase the potential water quality improvement of the site.

System can handle the overflow from cistern system.

CISTERN -

A cistern system could be implemented to harvest roof water for use in metal working production processes. Space is available onsite to accommodate 10,000+ gallon cisterns, so budgetary constraints would dictate sizing.

The roof produces 3,200 gallons in a 1.27" rain in 24 hours and 8,500 gallons in a 3" / 24 hour rain event.

(3,200 gal cistern will hold a 1.27 rain event)

(8,500+ gal cistern will hold a 3" rain event)

TOTAL PROPERTY - 9,860 sq ft / .23 acre	TOTAL RAINI ALL:
TOTAL IMPERVIOUS:	100%
building - 4,600 sq ft / .105 acre	1.27" rain in 24 hours
parking - 5,260 sq ft / .12 acre	Volume - 6,530 gallons
TOTAL PERVIOUS:	0%
turf -	30" average yearly rainfall
vacant -	Volume - 144,389 gallons
garden -	

The Chicago Avenue Fire Arts Center
 3749 Chicago Ave S, Minneapolis, MN
 Stormwater BMP Potential
 prepared by: Metro Blooms

Metro Blooms



Drainage Area 1:	
Total Impervious	2,952 sq ft
Total Pervious	0 sq ft
Building	2,952 sq ft
Runoff Volume	55160 gallons/year
	2,693 gallons / 1.25"
Sediment	15 lbs/year
Phosphorous	.09 lbs/year

Drainage Area 2:	
Total Impervious	4,346 sq ft
Total Pervious	0 sq ft
Building	2,340 sq ft
Patio	2,006 sq ft
Runoff Volume	24686 gallons/year
	1,200 gallons / 1.25"
Sediment	7 lbs/year
Phosphorous	.04 lbs/year

Drainage Area 3:	
Total Impervious	12,500 sq ft
Total Pervious	515 sq ft
Building	6,328 sq ft
Breezeway	860 sq ft
Patio	432 sq ft
Garage	500 sq ft
Sm Building	380 sq ft
Parking	4,000 sq ft
Tree Planting	515 sq ft
Runoff Volume	168147 gallons/year
	8230 gallons / 1.25"
Sediment	90 lbs/year
Phosphorous	.3 lbs/year

Drainage Area 4:	
Total Impervious	12,500 sq ft
Total Pervious	515 sq ft
Building	3,300 sq ft
Parking	12,000 sq ft
Tree Planting	1,000 sq ft
Runoff Volume	199320 gallons/year
	26645 gallons / 1.25"
Sediment	180 lbs/year
Phosphorous	.36 lbs/year

Note: Surface area square footage is close approximation based upon analysis of aerial and street photography. Used as an estimate only for the purposes of modeling storm water volumes.

West Bank Business Association's - thewestbank.org – Somali Translation

HOME @SO SIDA HALKAAN LOO IMAADO MEELAHA AAD JOOGI KARTID WAX LA SAMEEYO MEESHA WAX LAGA CUNO & CABO ADEEGA

NALA SOO XIRIIR
SOMALI (SOMALI)

Baaskiil, Bas & Tereen

Home / Baaskiil, Bas & Tereen

Baaskiil

Wadada Baaskiilka Hiawatha (laga helo Wadada Midtown Greenway) oo dhex maro xaafad Currie Park gadaashila oo ku xiga wadada tereenka. Wadada Baaskiilka oo Hiawatha oo u dhexeysaa Downtown Minneapolis iyo West Bank oo ku maro 35W wey xirantahay ilaa 2013.

Wadada Tereenka

West Bank si fudud ayaa looga heli karo labadaba wadada oo tereenka, Green Line iyo Blue Line. Waxaa jira laba joogsiyada oo tareenka Blue Line ka oo udhow Bank West: Blue Line Cedar Riverside Station wuxuu maraa xaafadaha dhexdeeda, iyo Franklin Ave Blue Line Station waxee jirtay socod gaaban oo waqooyiga Cedar Ave. Green Line Station waxee ku keenaysaa saldhiga xaafada ku yaal Cedar Ave.

Wixii macluumaad dheeraad ah oo ku saabsan tareenka tag Websitka Metro Transit Light Rail

Wadada Baska

Wadooyinka Baska oo University Minnesota: Baska 2 wuxuu maraa West Bank. Wixii macluumaad dheeraad ah oo ku saabsan baskaan iyo waddooyin uu isku xiro, booqo Jadwalka Online ka oo Metro Transit.

This post is also available in: English

ATTACHMENT C: Member Dues and Numbers Chart (by # of members)

Organization	Member Dues	2015 Member Total	2015 Growth Goal
Lake Street Council	\$125 (Arts max, nonprofits, 1–2 FTE) \$250 (3-6 FTE) \$300 (7–10 FTE & restaurant max) \$525 (11–24 FTE) \$1,400 (25-49 FTE) \$2,700 (50+ FTE)	355 <i>(plus 115 in-kind contributing partners)</i>	not provided
Latino Economic Development Center	\$50 annual \$100 non-profit \$200 micro-business \$300 established business	250	add 18
Nicollet-East Harriet Business Association	\$150	220	add 10
Northeast Minneapolis Chamber of Commerce		133	add 17
50th & France Business Association	\$300	120	not provided
Longfellow Business Association	\$50 new member \$100-\$500 business choice	112	add 5
Midtown Greenway	\$250 minimum	97 businesses + 500 individuals	add 60
West Broadway Business and Area Coalition	\$150 Individual \$200 (1-10 FTE) \$525 (11-24 FTE) \$1,400 (25-44 FTE) \$2,700 (45+ FTE)	82	add 8
Seward Civic and Commerce Association	\$75 (1-5 FTE) \$150 (6-10 FTE) \$225 (11+ FTE)	76	add 5
East Downtown Council	\$50 individual \$150 1-2 employees \$250 3-10 employees \$350 11-35 employees \$750 36+	61	add 3
West Bank Business Association	\$125 Non-profits, start-ups & 1-2 FTE \$150 (3-6 FTE) \$225 (7-75 FTE) \$500 (76+ FTE)	35	add 18
Mercado Central	\$1,000 one-time, cooperative ownership model	35	add 10
Stadium Village Commercial Association	\$150	26	add 14
38th and Chicago Business Association	\$50 new \$100 renewal \$500 neighborhood organization	21	add 2
Lowry Corridor Business Association	\$50	20	add 4
Franklin Area Business Association	\$25 individual and new businesses \$50 1-5 employees \$100 6+ employees	17	add 3
Dinkytown Business Alliance	\$50-\$500 sliding fee	14	add 6
West Market District Business Association	\$50	14	add 10

Whittier Alliance	The Whittier Alliance Business Association is a committee of the neighborhood group and has no dues structure. All businesses and residents are considered members. Donations accepted through annual fall fundraising and in-kind contributions.	150 businesses actively participate	na
African Development Center	not a member org		
Hennepin Theatre Trust	not a member org		
Metro Blooms	not a member org		
Neighborhood Development Center	not a member org		
Seward Redesign	not a member org		
Nicollet Island-East Bank Neighborhood Association	not a member org		
Patrick's Cabaret	not a member org		