



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

Date: January 29, 2013

To: Council Member Lisa Goodman, Chair, Community Development Committee

Subject: Great Streets Façade Improvement Program Administration contracts

Recommendation: Authorize CPED staff to execute \$350,000 total in contracts for Great Streets Façade Improvement Matching Grant Program Administration, consistent with the recommendations provided herein.

Previous Directives: (1) On February 10, 2012, the City Council approved Façade Improvement Program Administration contracts, allocating \$370,000 between eight community organizations. (2) On January 28, 2011, the City Council approved Façade Improvement Program Administration contracts, allocating \$250,000 between six community organizations. (3) On February 12, 2010, the City Council approved Façade Improvement Program Administration contracts, allocating \$475,000 between ten community organizations. (4) On February 6, 2009, the City Council approved Façade Improvement Program Administration contracts, allocating \$130,000 between three community organizations. (5) On May 2, 2008, the City Council approved Façade Improvement Program Administration contracts, allocating \$400,000 between eleven community organizations. (6) On April 27, 2007, the City Council created the Great Streets program, including façade matching grants to neighborhood business districts.

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Catherine A. Polasky, Director of Economic Development, CPED

Presenter in Committee: Rebecca Parrell

Financial Impact

No financial impact- funds have been appropriated to the Great Streets program
Action is within the Business Plan

Community Impact

Neighborhood Notification: Staff issued an RFP on September 12, 2011, with an official announcement email to all neighborhood groups, business associations, and community development corporations.

City Goals: *Jobs & Economic Vitality* – strong commercial corridors, thriving business corners; proactive business development in key growth areas *A City that Works* – strong partnerships with parks, schools, government, nonprofits and private sector

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: *Policy 1.4* Develop and maintain strong and successful commercial and mixed use areas with a wide range of character and functions to serve the needs of current and future users *Policy 4.1.1* Use public development resources and other tools to leverage maximum private sector investment for public benefit *Policy 4.1.4* Improve the coordination of economic development activity among units of government, the business community, neighborhood organizations and nonprofit entities *Policy 4.9* Focus economic development efforts in strategic locations for continued growth and sustained vitality

Zoning Code: NA

Living Wage/Business Subsidy Agreement: NA

Job Linkage: NA

Background Information

The City Council established the Great Streets Neighborhood Business District program in 2007 to cultivate and sustain vibrant neighborhood commercial districts in the City of Minneapolis. There are substantial differences between business districts across the city and therefore commercial revitalization takes multiple forms and varying levels of targeted public investment. The Great Streets program utilizes a variety of investment tools, including commercial real estate development and business loans, grants for business technical assistance and district-wide marketing and recruitment efforts, and façade improvement matching grants to business and property owners. The façade improvement matching grant component of the Great Streets program is the subject of this report.

The Great Streets' [Façade Improvement Matching Grant Program](#) improves the appearance of individual buildings and entire commercial districts, enhancing the sense of place and making commercial districts more inviting places to walk and shop. The public and private investments in façade improvement projects help revitalize and advance the economic success of commercial districts--our Great Streets, essential elements of a great city. By encouraging private investment, the grant program provides a catalyst for other owners to improve their buildings and storefronts.

Program Results

The Façade Improvement Matching Grant program has stimulated \$3,136,694 of investment in business façade improvements citywide since its inception in 2008. In the first five years, grant administrators worked on 339 façade improvement projects providing \$1,094,873 in matching grants, and leveraging \$2,041,821 in private investment. For every \$1.00 of public investment, the private sector invested \$1.86 (see chart below). In 2012, 13 organizations administered the Great Streets matching grant program in 56 different neighborhood business districts throughout the city, up from 47 districts in 2011.

Year	Grant Amount Disbursed	Private Leverage	TOTAL Investment	No. of Grants
2008	\$ 14,928	\$ 14,569	\$ 29,498	3
2009	\$ 179,488	\$ 329,649	\$ 509,137	45
2010	\$ 306,031	\$ 674,760	\$ 980,791	95
2011	\$ 281,923	\$ 554,536	\$ 836,459	86
2012	\$ 312,503	\$ 468,307	\$ 780,810	110
TOTAL	\$1,094,873	\$2,041,821	\$3,136,694	339

The types of improvements funded by matching grants range from small adjustments like paint, signage, awnings and murals, to full-scale rehabilitation and building stabilization projects, such as tuckpointing and window and door replacement. Administrators and businesses alike find that both small, less expensive projects and large building renovation projects can significantly impact the look and feel of a commercial area. Five projects are highlighted with before and after photographs in Exhibit B.

When asked to describe the best thing about the Great Streets Façade Improvement Matching Grant Program, administrators' answers included:

- making a significant, positive impact to the built environment,
- funding projects that would not have happened without the grant dollars,
- seeing grant projects act as a catalyst for other property investment projects not receiving grants,
- watching the transformation of entire commercial intersections,
- building positive working relationships with businesses,
- funding diverse businesses in a variety of different areas,
- strengthening partnerships with neighborhood associations, and
- combining NRP funds with Great Streets.

Business Recruitment

Highly visible investments in commercial properties not only improve residents' and visitors' perceptions of an area, they are also used as a business recruitment tool, either as a resource to new businesses for needed tenant improvements or through an investment that helps a prospective business see the potential in a vacant space. Just a few examples of new businesses using façade grants for tenant improvements are JJ's Coffee +Wine Bistro at 2919 Knox Ave S, Elsa's House of Sleep at 3540 E Lake St, Topper's Pizza at 5447 Nicollet Ave (see Exhibit B), and Castle Building and Remodeling at 5 W Diamond Lake Rd. Brownsmith Management, the property owner at 4023 East Lake, received a grant for building improvements and shortly thereafter leased space in the building to Forage Modern Workshop, who received a facade grant for signage that sets the building apart and invites customers in (see Exhibit B). They also landed the new coffee shop and restaurant Parka, open soon, as a second lessee in the building.

Additional Investment and Leverage

Façade projects can also combine the Great Streets matching grants with other City sources, including neighborhood façade programs and the City's 2% loan program. Dr. Tara Watson and Randy Lane Plumbing are two examples of projects on West Broadway that financed a portion of a large building renovation project with a 2% loan and Great Streets façade grant. Dr. Tara Watson's building at 2104-2010 West Broadway received a \$75,000 2% loan matched by a \$171,000 bank loan for building renovation, and Randy Lane Plumbing at 1501 West Broadway received a \$30,000 2% loan equally matched by a bank loan.

The program also leverages other dollars for investment, including NRP and foundation dollars. Several neighborhood organizations have directed NRP resources to match the Great Streets façade grants. For example, Parents Autocare at 3611 Lyndale Avenue South used a Great Streets grant from Nicollet East Harriet Business Association and an East Harriet Farmstead Neighborhood Association NRP façade grant to complete a simple, uncluttered refresh of their building's exterior with new paint and awning.

The West Broadway Business and Area Coalition secured \$173,000 in foundation grants from the McKnight, Jay and Rose Phillips, and Pohlads Foundations to match Great Streets funds. These foundation dollars were instrumental in getting projects fully funded and complete. Together the funds made 35 façade improvement projects a reality on West Broadway since 2008. Indeed, some of the most dramatic before and after examples of façade transformations in the city are unfolding on this particularly challenged “intervene” commercial corridor. To highlight the many West Broadway properties that have utilized the façade grant program, Scottie Tuska, a Northside photographer, documented the changes on a [West Broadway Façade Improvement](#) to showcase West Broadway and the façade transformations.

Relationship Building

Organizations with façade contracts find the grant program to be an offering that assists them with developing relationships with businesses and commercial property owners and adding to their membership rolls. The administrator working with businesses on Lowry Avenue in North Minneapolis says the best thing about the program is her ability to “positively impact some of the blighted properties and work with property owners to find a solution and help them cover the costs.” The newly-formed Lowry Corridor Business Association ended 2012 with 13 members, an increase in large part due to the façade program offering. Seward Redesign notes that the program “provides an excellent way for us to meet business owners by offering them something of value. We have leveraged those relationships into more-in-depth Great Streets projects, [and] increased business association members.” The grant offering has also been instrumental for the Bancroft Neighborhood’s Coordinator working with a number of property owners at East 38th St and Bloomington Ave. Several grants have been approved at the intersection and more are expected if funding is approved for their area through this request.

Round Six Funding

CPED staff issued the sixth Great Streets Façade Improvement Program Administration Request for Proposals (RFP) on September 14, 2012 (Exhibit B). Proposals were due October 25, 2011. The RFP outlined six evaluation criteria for reviewing proposals:

- the priority category (intervene, support, monitor) of the area(s) to be served;
- organizational and staff experience and capacity to administer the program;
- additional resources organizations can bring to the program’s implementation;
- the strategies, processes, and criteria for achieving high quality improvements that are consistent with the program’s [Design Guide](#), and where applicable, consistent with area-specific design guidelines;
- area demand for the grant dollars; and
- the organization’s marketing plan for the program.

Organizations administering a Great Streets Façade Improvement contract are, at a minimum, responsible for spearheading the marketing effort, assisting property and business owners with all steps of the grant process, keeping records and tracking each awarded grant, reviewing applications for eligibility, and providing the City with all required documentation. Organizations may charge an administrative fee of up to 15% of the total contract value for this work. In the past contracts have been for two years. This year staff recommends executing three year contracts. Most groups are able to expend their full contract amounts in two years, but there are cases where the geographic areas are small enough to warrant a longer contract period.

CPED received ten proposals in response to the 2012 RFP. The total funding amount requested totaled \$490,000. A review committee comprised of five City staff (including CPED Business Development, CPED Zoning, and Neighborhood and Community Relations) and two foundation partners reviewed the proposals. The review committee recommends funding eight of the ten proposals to a total amount of \$325,000. Any unallocated dollars remaining at the end of the contract period will be unencumbered and rolled back into the Great Streets program. Contracts that have no activity for 12 consecutive months will be closed with the outstanding balance returned to the program budget. The following chart lists staff recommendations and the attached map (Exhibit A) displays these recommendations, along with other areas with open contracts.

RECOMMENDED FOR FUNDING

APPLICANT	RECOMMENDED SERVICE AREAS	AMOUNT REQUESTED	AMOUNT RECOMMENDED	2002 WARD(S)	2012 WARD(S)
Bancroft Neighborhood Association	<u>2 Intervene Nodes:</u> 38th & 4th, 38th & Chicago <u>2 Support Nodes:</u> 38th & Bloomington, 42nd & Bloomington	\$50,000	\$35,000	8, 9	8, 9
Field Regina Northrop Neighborhood Group	<u>3 Monitor Nodes:</u> 46th & Bloomington, 48th & Chicago, Cedar & Minnehaha Pkwy	\$50,000	\$25,000	8, 11, 12	8, 11, 12
Lake Street Council	<u>2 Support Corridors:</u> East Lake, Midtown Lake <u>3 Monitor Corridors:</u> West Lake, Lagoon, Excelsior <u>1 Support LRT Station:</u> Lake/Midtown	\$50,000	\$50,000	2, 6, 8, 9, 10, 12, 13	2, 6, 7, 8, 9, 10, 13
Nicollet-East Harriet Business Association	<u>1 Support Node:</u> 38th & Nicollet <u>15 Monitor Nodes:</u> 36th & Bryant, 46th & Bryant, 50th St and Bryant, 36th & Lyndale, 40th & Lyndale, 54th and Lyndale, 58th & Lyndale, 38th & Grand, 43rd & Nicollet, 46th & Nicollet, 48th & Nicollet, Diamond Lake Rd & Nicollet, 60th & Nicollet, 50th & Penn, 50th & Xerxes <u>1 Monitor Corridor:</u> Nicollet Ave, 58th St - 62nd St	\$50,000	\$50,000	8, 10, 11, 13	8, 10, 11, 13
Northeast Minneapolis Chamber of Commerce	<u>1 Support Corridor:</u> Central Ave NE (15 th -31 st Ave) <u>2 Monitor Corridors:</u> Central Ave NE (University-8 th St), Hennepin Ave NE <u>5 Support Nodes:</u> 13th & University, 22nd & Johnson, 29th & Johnson, Lowry & Marshall, Lowry & University <u>1 Monitor Node:</u> 37th & Central <u>1 Support Activity Center:</u> Grain Belt Complex	\$50,000	\$50,000	1, 3	1, 3
Seward Redesign	<u>4 Support LRT Areas:</u> Franklin (SE of I-35 and Hiawatha), Lake St (East of Hiawatha), 38th, 46th <u>2 Support Corridors:</u> Franklin Ave (East of Hiawatha), East Lake St <u>1 Support Node:</u> 38th & Cedar <u>3 Monitor Nodes:</u> 38th & 42nd, 42nd Ave & Cedar, 42nd & 28th	\$50,000	\$50,000	2, 9, 12	2, 6, 8, 9, 12
West Broadway Business and Area Coalition	<u>1 Intervene Corridor:</u> West Broadway	\$50,000	\$50,000	3, 4, 5	4, 5
Whittier Alliance	<u>3 Support Corridors:</u> Lake St (Lyndale-35W, north side), Nicollet Ave (Grant St to Midtown Greenway), Franklin Ave (Nicollet-35W) <u>1 Support Corridor:</u> Lyndale Ave	\$40,000	\$40,000	6, 10	6, 7, 10
TOTAL		\$390,000	\$350,000		

Bancroft Neighborhood Association (BNA)

Since their first façade contract in 2008, the Bancroft Neighborhood Association has provided \$51,872 in façade grants to 11 façade projects matched by \$71,846. Only on the job since September 2012, BNA's new Community Coordinator has demonstrated strength in implementing the program effectively and efficiently. He has finalized eight of the nine projects now under contract for completion in 2013.

The recommended facade contract with BNA would serve two "intervene" and two "support" commercial nodes in an area of the city that has seen significant investment in recent years and has additional NRP commercial grant resources available to match Great Streets dollars. The Central Area Neighborhood Development Organization has allocated \$50,000 for commercial façade grants and \$50,000 for commercial interior building improvement grants. The Bancroft Neighborhood Association has \$19,226 available for façade grants and the Bryant Neighborhood Organization has \$8,000 for façade grants. The NRP dollars can provide half of the match to the Great Streets dollars, which makes projects more likely to be fully funded and finished.

Staff recommends funding to BNA to continue providing funding in this market-challenged area of the city and building on recent private investments in commercial properties. However, staff recommends awarding \$35,000 in this contract rather than the \$50,000 requested because the service area is much smaller than the other proposed areas and it took longer than the two-year contract period to disburse their last \$50,000 contract. Rather than tie up funding in a contract that may not get used within the contract period, staff can direct BNA to reapply next year if they disburse \$35,000 quickly.

Field Regina Northrop Neighborhood Group (FRNNG)

The Field Regina Northrop Neighborhood Group received a contract to administer the Great Streets façade program in 2009. Due to staff turnover and a small service area, it took over three-and-a-half years for FRNNG to disburse \$28,674 in façade grants to 9 projects matched by \$65,398. The FRNNG proposal this year acknowledged that the program administration would be improved by their plan to "hire a part-time contract employee to administer this program, exclusively." The proposal also noted seven businesses interested in applying for a grant, if funding is awarded. In considering their request, staff recommends awarding FRNNG \$25,000 on two conditions to be addressed with City staff during contracting: (1) hiring a qualified contract administrator and (2) resolving an outstanding payment issue with the 2009 contract. Staff recommends a lesser amount than the \$50,000 requested due to the relatively small service area and past experience with grant demand.

Lake Street Council (LSC)

Since their first façade contract in 2008, the Lake Street Council has provided \$141,500 in façade grants to 51 façade projects matched by \$577,337 in private investment. This is clear evidence that the Lake Street Council has developed a successful façade improvement program, serving the longest commercial corridor in the city with six miles of nearly continuous commercial properties. The LSC is not only very good at funding façade improvement projects on Lake Street; they are also an example to other organizations of how to effectively partner and communicate with multiple constituencies. There are sixteen neighborhoods spanning the length of Lake Street and five geographically-smaller business associations. LSC staff effectively collaborate, putting the collective needs of Lake Street businesses at the core of their work, and they openly share their models with others. To this end LSC supports Seward Redesign's application to also serve East Lake Street businesses with a façade contract and both organizations have a good history of working well together to ensure a seamless implementation of the program serving businesses.

Nicollet-East Harriet Business Association (NEHBA)

Since their first façade contract in 2008, the Nicollet East Harriet Business Association has provided \$177,469 in façade grants to 114 façade projects, matched by \$383,371. NEHBA has built a successful façade program that achieves results beyond basic façade improvements. Possibly the most successful component of NEHBA's program is what they call "high touch direct communication with business and commercial property owners." They encourage applicants to use Minneapolis-based contractors for improvements, and twenty projects used contractors within the NEHBA service area. NEHBA's volunteer program administrator also encourages energy efficiency improvements, and 61 projects have included energy efficiency components. Of NEHBA's 114 grants, 32 were to minority-owned businesses. With over 1,000 volunteer hours devoted to administering the Great Streets façade improvement contract, NEHBA also keeps their administrative fee to 2.3%.

Only one of NEHBA's fifteen areas is designated "support" for Great Streets program investments. The rest of NEHBA's service area is designated "monitor" under the program guidelines. As in past years, CPED will request that NEHBA continue to focus some funds at 38th St and Nicollet Avenue, their "support" node. Since 2008, NEHBA has allocated 28 percent of their grant dollars to 38th and Nicollet. NEHBA has already identified over \$10,000 in grant funds for potential projects at the intersection, and another organization not recommended for a contract to administer the program, requested funds for this area, specifically the Kingfield Neighborhood (see below), reinforcing that there are ongoing needs in the area. NEHBA continues to effectively demonstrate widespread demand for the program in southwest Minneapolis. Their proposal included a list of 50 business and property owners interested in investing in 2013.

Northeast Minneapolis Chamber of Commerce (NE Chamber)

The Northeast Minneapolis Chamber of Commerce received their first façade contract in 2012. They served three NE commercial corridors and five NE commercial nodes that had not previously had Great Streets façade grants available. They successfully provided \$29,090 to 10 façade projects, matched by \$57,405 in the first ten months of the contract and have allocated the remainder of their 2012 contract dollars into projects expected to be complete in early 2013. In their proposal this year, NE Chamber lists six more business and property owners that are interested in applying for a façade grant in 2013 and both CPED and the NE Chamber receive calls regularly inquiring about the possibility of grant dollars being available in 2013.

Seward Redesign (Redesign)

Since their first façade contract in 2008, Seward Redesign has provided \$185,527 in façade grants to 61 façade projects matched by \$318,431. Redesign works in close partnership neighborhood groups and the Seward Civic and Commerce Association (SCCA), the Longfellow Business Association (LBA), the Lake Street Council (LSC), and West of the Rail Business Association (WRBA) to coordinate marketing and business outreach. Redesign and LSC meet monthly to discuss initiatives, progress, and issues on East Lake Street. Redesign tailors the geographic area they serve to be aligned with their strong community partnerships.

Redesign performs strategic outreach to business and property owners where they see buildings with deferred maintenance, dated signage, or other signs of disinvestment. Redesign staff follow-up with targeted business owners in person to make suggestions and offer the grants as an incentive to make improvements. They prioritize high-impact projects, which can take the form of both inexpensive simple projects and large-scale building redevelopment projects. Redesign staff have

identified two new business locations in need of major renovations that will take full advantage of the maximum grant amount if new funds are awarded through this approval process.

West Broadway Business and Area Coalition (WBC)

Since their first façade contract in 2008, the West Broadway Coalition has provided \$178,108 in façade grants to 35 façade projects matched by \$223,603. The revitalization of West Broadway is a difficult and complex undertaking, and WBC’s development of a façade improvement program that produces results is an important strategy in their revitalization work. Not only the sheer number of projects that WBC has helped fund, but also the high profile and aesthetics of the projects is creating noticeable change in the street character on West Broadway. Three foundations from the Northside Funders Group (the McKnight, Phillips, and Pohlad) awarded WBC \$173,000 for artistic façade grants. As a private match to some of the Great Streets dollars in 2010 and 2011, the foundation dollars made the program more accessible to businesses and property owners struggling to find matching funds for building improvements. Demand for the program continues, and WBC notes in their proposal six more business and property owners interested in applying for a façade grant in 2013.

Whittier Alliance (Whittier)

The Whittier Alliance received one façade contract in 2008, which provided \$28,369 in façade grants to 7 façade projects matched by \$101,507. Strengthening the Nicollet Commercial Corridor as a robust, world-market-style corridor is one goal of Whittier’s newly adopted five-year strategic plan. Enhanced storefronts are an important component to reaching that vision. Allocating their 2008 façade grant dollars proved challenging for Whittier, but with a renewed vision, increased emphasis on marketing, and outreach to select storefronts, staff is confident there is enough demand to allocate their requested funds within the contract’s two years. Ten different businesses have contacted Whittier about the availability of grants in recent months, which spurred their proposal this year.

Whittier has a unique partnership with an architectural firm in their neighborhood. Tanek Architecture has agreed to provide a combination of free and paid design services, subsidized up to \$1,000 by the Whittier Alliance, through their own funds. Their architectural expertise will elevate each project’s highest achievement of the area design guidelines, provide sensitivity to budget constraints, consider streetscape influences, and advocate for the maximum impact possible.

NOT RECOMMENDED FOR FUNDING

APPLICANT	RECOMMENDED SERVICE AREAS *	AMOUNT REQUESTED	AMOUNT RECOMMENDED	2002 WARD(S)	2012 WARD(S)
Kingfield Neighborhood Association	<u>1 Support Node:</u> 38th & Nicollet <u>5 Monitor Nodes:</u> 36th & Lyndale, 40th & Lyndale, 38th & Grand, 43rd & Nicollet, 46th & Nicollet	\$50,000	\$0	8, 11	8
Lyndale Neighborhood Association	<u>2 Support Corridors:</u> Lake St Midtown, Nicollet Ave <u>2 Monitor Corridors:</u> West Lake St, Lyndale Ave <u>1 Monitor Node:</u> 36th & Lyndale	\$50,000	\$0	10	8
TOTAL		\$150,000	\$0		

Kingfield Neighborhood Association (KNA)

This was the first year the Kingfield Neighborhood Association applied for a façade program contract. They applied to serve the six eligible nodes in their neighborhood boundaries. All of these six nodes have been covered by the Nicollet-East Harriet Business Association (NEHBA) for the last

five years. NEHBA is the business association representing these six nodes and has demonstrated over the past several years that they have strong connections with businesses and are very effective in administering the Great Streets façade program in this area. Over 40 percent of NEHBA's grant dollars have been spent on projects within these six nodes, which make up only 25 percent of NEHBA's service area. NEHBA's proposal included a list of business and property owners interested in tapping a façade grant to support investment, including 16 properties within these six nodes. Kingfield's proposal did not include any indication of business demand or business support for their organization to administer the façade program. Staff recommends not initiating a contract with Kingfield that would duplicate the work of the business association and recommends that Kingfield staff refer businesses to NEHBA.

Lyndale Neighborhood Association (LNA)

Only three small commercial areas within the Lyndale Neighborhood are designated corridors or nodes eligible for the Great Streets Program- the south side of Lake Street between 35W and Lyndale Ave, the NE corner of 36th St and Lyndale Ave, and two blocks of Nicollet Avenue from Lake St to 32nd St. Both of these areas are well served by business associations for facade improvements and other assistance. The Nicollet East Harriet Business Association has spent 17% of their grant funds at the 36th St and Lyndale Ave node, and the Lake Street Council provides Great Streets façade grants and their full suite of resources to businesses on Lake Street. Forty percent of the Lake Street Council's façade grants have been spent on the Midtown section of the Lake Street corridor.

As with Kingfield's proposal, the Lyndale Neighborhood did not provide examples to demonstrate demand or letters of support from businesses. Staff recommends that the façade program in these areas continue to be administered by proven, effective business associations. Lyndale's application noted that the neighborhood has recently development a facade loan program with \$80,000 available to businesses through the neighborhood, not strictly limited to Great Streets eligible areas. Not only could this resource be valuable to all businesses in the Lyndale Neighborhood, but it could also be an effective match tool for Great Streets grants deployed by organizations administering the Great Streets façade program in their eligible areas. Since this program started in June 2012, no businesses have yet taken advantage of the loan offering.

Summary

The Great Streets Façade Improvement Matching Grant program has become a successful cornerstone of the Great Streets Neighborhood Business District program for five years, ushering in over \$3.14 million in investment in commercial properties citywide. Each year the number businesses supported, properties improved, and dollars leveraged increases, as does the array of new strategies developed by the administering organizations to spur investment and support economic vitality. The visual payoff of the program is increasingly evident at more and more intersections and corridors across the city.

EXHIBITS

- A. Map of Proposed Service Area for Façade Matching Grants in 2012
- B. Before and After Pictures (link to [West Broadway Façade Improvement](#) webpage)
- C. Request for Proposals