



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

**Date:** April 30, 2013  
**To:** Council Member Lisa Goodman, Chair, Community Development 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.

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Approved by:  
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Presenter in Committee: Rebecca Parrell, 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 13, 2012.

City Goals: Jobs and Economic Vitality, A Safe Place to Call Home.

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**

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The Great Streets Neighborhood Business District Program, adopted by the City Council on April 27, 2007, was formed to direct resources to support the vitality of the city's neighborhood business districts. Neighborhood business districts provide important goods and services for residents and add to the overall character of communities. In addition, they are home to significant numbers of jobs and produce considerable tax revenues. In 2010, 38% of the City's jobs (106,000) and 49% (\$30.2 million) of the local sales taxes (sales, use, restaurant, liquor, entertainment, and hotel) came from businesses located on commercial corridors alone. Additional jobs are based in and revenues flow from businesses located in the city's 64 designated commercial nodes.

The Great Streets program provides support to business districts with an array of strategies and tools, including the Façade Improvement Program, Real Estate Development Gap Financing, and Business District Support Grants. Through targeted investments, the program is producing tangible results and leveraging private investment. The façade program alone has stimulated \$3,136,694 of investment in commercial façade improvements citywide since its inception in 2008. In 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. Many improvements have catalyzed additional private sector investments in nearby properties. The City has provided \$3,505,000 in strategic real estate development gap loans to projects worth approximately \$54 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. Along with the Façade Improvement Program, it has helped business associations and others strengthen relationships with businesses.

The City's business loans, primarily the 2% Commercial Loan Program, and Technical Assistance Program (TAP) are also marketed through the Great Streets program. Between 2007 and 2012, 101 Commercial Corridor 2% loans totaling \$7.6 million were made to businesses from this revolving loan fund. These loans leveraged private bank financing of \$49.7 million and supported businesses that created 546 new permanent jobs within Minneapolis. In 2012, technical assistance for businesses was supported through the new TAP program, rather than through the BDS grant contracts; in large part because the Great Streets geographic restrictions did not suit the goal of providing technical assistance to all Minneapolis businesses. Through outcomes-based contracts with our community business assistance partners, TAP supports one-on-one technical assistance as well as classes and training in business planning, legal and tax issues, financial analysis, and more. In 2012-2013, 650 businesses and entrepreneurs will be served with TAP support.

In many cases, business organizations and communities combine tools and strategies for maximum impact in a commercial area. On West Broadway, for example, the West Broadway Business and Area Coalition has provided \$178,108 in façade grants to 35 façade projects matched by \$223,603 in private investment. Not only the sheer number of projects that WBC has helped fund, but also the high profile and aesthetic appeal of the projects is creating noticeable change in the street character on West Broadway. Demand for the program continues, and WBC received another \$50,000 Great Streets façade grant in January for façade projects in 2013-2014. With past BDS grant dollars, WBC has achieved multiple objectives, including:

- Running the weekly West Broadway Farmers Market over the course of 19 weeks in 2012. The market provides a free and low-risk selling space for an average of seven produce and specialty

goods vendors, 70 percent from the Northside, and performs the important function of nurturing community vitality and increasing healthy food access.

- Assisting businesses with zoning, licensing, and regulatory issues and coordinating a Business Committee that hosts monthly information and networking events attended by 20-65 businesses.
- Producing bi-monthly Business Leadership Profiles column in *Insight News*, highlighting individual businesses and marketing West Broadway's productive, active business district.
- Helping businesses gain an online presence with social media marketing assistance.

Other CPED programs employed on West Broadway include \$1,847,000 in six real estate gap financing loans from 2007-2012 and six 2% Commercial Corridor loans totaling \$431,500 and leveraging \$3,107,450 in private financing. Business owners and aspiring entrepreneurs interested in locating along West Broadway are also eligible for free or reduced-fee business consulting services through the Technical Assistance Program (TAP), which funds the work of the Northside Economic Opportunity Network (NEON) and an extensive network of other partners.

In recent years CPED staff have solicited input from business organizations about how we can more effectively support businesses and business district vitality. One way is to convene organizations to build knowledge about business support, development, and recruitment strategies and to develop and share best practices. Staff rolled out a Great Streets Speaker Series in 2012, offering sessions on using social media for marketing, retail recruitment, and public realm management tools. Events planned for 2013 include Art in Vacant Storefronts, maximizing social media, and business recruitment.

Another request has been for CPED-Economic Development to play a greater role in communications about regulatory policy changes affecting businesses, including Special Service District policy. Economic Development staff are actively engaged with colleagues in other CPED divisions and City Departments, whose work regularly touches small businesses, including Regulatory Services, Environmental Services, and Public Works. In 2012, Business Licensing began convening a Business Advisory Committee, which has quickly become an important venue for discussing regulatory and policy issues with neighborhood business leaders. CPED staff will continue to strive for effective, early communication with Minneapolis businesses and seek additional ways to engage with other City divisions whose work directly impacts small businesses.

### **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.

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

## **BUSINESS DISTRICT SUPPORT (BDS) PROGRAM**

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### **Outcomes and Accountability**

Each BDS 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, data demonstrating increased customer traffic or revenues, number of new members, number of new businesses recruited, consultant reports, coupon redemption rates, number of prospective businesses contacted, descriptions of business owner satisfaction, copies of advertisements, number of participating businesses, etc. While the range of eligible activities and strategies are varied, measurement of performance is consistently required.

The Business District Support program is intentionally open to supporting a variety of activities, welcoming creative ideas, and encouraging organizations to actively share best practices with each other. Most 2012 Great Streets Business District Support contracts are for the following types of work, all with the explicit objectives of supporting business district vitality and encouraging business engagement and investment.

### *Business Recruitment*

Many organizations focused on commercial revitalization are developing strategies to recruit businesses to vacant storefronts. Macroeconomic trends, changes in shopping and spending patterns, diversified property ownership, and other factors create many challenges for small businesses. Last year, we championed Seward Redesign's effective work to transform a vacant former furniture store into the new home of the Northbound Smokehouse Brewpub on East 38<sup>th</sup> Street and 28<sup>th</sup> Avenue South. They are continuing to work with the property owner, who is looking to acquire properties across the street, and assisting him with loan packaging, improvement designs, and tenant recruitment. Redesign is also working to land new businesses on East Lake Street.

### *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 and knowledge, small businesses and districts are often unknown beyond the neighborhood boundaries and sometimes 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. Marketing campaigns funded by BDS contracts in 2012 include Northeast Minneapolis Chamber of Commerce's Arts District newspaper ads, Lake Street Council's coupon book, Stadium Village Commercial Association's varied collateral, and West of the Rail's station platform ads (Attachment B). Other recent initiatives designed to draw customers to the business district and boost the area's vitality include the Longfellow Community Council's art in vacant storefronts work and the West Broadway Business and Area Coalition's West Broadway farmers market.

### *Business Networking and Educational Workshops*

Gatherings for businesses to network are important opportunities to spur increased participation and collaboration in district activities and promotions. Business District Support contracts in 2012 funded seven organizations to convene business networking meetings and educational workshops. With a relatively modest investment (\$22,700), the program helped fund 12 informational workshops and 29 business networking events. For example, the Lake Street Council organized a retail merchandizing workshop, partnering with Minneapolis College of Art and Design (MCAD) staff and students and hosted by the Midtown Global Market. Business attendees raved about the format and content. This report recommends funding an expansion of this programming and partnership with MCAD in 2013.

### **2013 BDS Request for Proposals (RFP)**

Proposals for BDS grants are solicited on an annual basis through an RFP process. In 2013, CPED merged the Business Association Assistant Program into the Great Streets Business District Support Program, increasing transparency with decision making and an outcomes orientation and eliminating redundancies between the two programs. This year's RFP (Attachment D) broadly defined eligible activities as those that support the economic vitality of an entire business district or targeted segment of a business district (as opposed to a single property or business), and included: business recruitment efforts, market studies, marketing and branding campaigns, educational workshops, networking events, merchandizing assistance, member drives, newsletters, etc. Stand-alone events such as music festivals or art crawls are not eligible, as are capital expenditures for streetscape elements, and general operations expenses. The RFP urged organizations to pursue strategies to become administratively self-sustaining.

This year the RFP also requested that all applicants include information about their member dues. Only three proposals were submitted by organizations that do not have a membership structure. Of the 21 with member dues, there was an extremely wide range of fees; from no minimum to a six-level tiered structure based on FTE counts, charging \$150 for businesses with 1-2 FTE up to \$2,700 for members with more than 44 FTE (Attachment C). Staff understands that different parts of the city can demand different dues structures and that what works for a well-established organization may differ from what a new organization can charge; however, CPED staff suggests organizations' boards think carefully about how they can maximize their dues structure and other non-City funding mechanisms to pay for member services into the future.

The RFP was issued on January 15, 2013, with proposals due February 28, 2013. CPED received 24 proposals, requesting a total of \$704,475. The total amount budgeted is \$400,000. The proposals were reviewed and evaluated by a committee comprised of representatives from CPED Business Development, the Local Initiatives Support Corporation (LISC), the McKnight Foundation, the Department of Neighborhood and Community Relations, the Coordinator's Office, and Target Corporation. CPED geographic sector teams also provided input. The RFP outlines the evaluation criteria for reviewing the proposals and establishes a point value for each criterion: (i) impact and visibility/public benefits, (ii) organizational capacity (iii) best practices, (iv) feasibility and readiness, (v) leverage), and (vi) whether the business district is in an area identified as a priority for City investment.

### **FUNDING RECOMMENDATIONS**

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CPED staff is recommending a total of \$397,018 for full or partial funding of 16 proposals. There are eight proposals that are not recommended for funding. Those not recommended are listed, with rationale, after the listing and rationale for those recommended.

#### **Recommended for Funding**

This was a competitive round with many competitive proposals. As a way to fund as many activities as possible within the \$400,000 budget, staff is not recommending funding a 15% administrative fee for proposals that include a staff cost line item in the budget. In many cases, this contributes to the difference between requested and recommended amount. A 15% administration fee is permitted under the program, but it is intended to cover organizational oversight expenses for activities handled by a subcontractor, rather than for instances where the funded work is conducted by staff time paid by the contract. Some organizations included both in their budget requests.

#### Proposals Recommended for Funding

Proposer	Eligible Activities in Proposal	Total Request	Total Recommended	Eligible Areas	Area Category	2002 Ward(s)	2012 Ward(s)
50th & France Business and Professional Association	Customer survey \$600 Marketing study \$2,050 <i>NOT FUNDED: Social media workshop \$650 and Branding campaign \$3,200</i>	\$6,500	\$2,650	<u>1 Node</u> : 50th & France	Monitor	13	13
Lake Street Council	MCAD merchandising series \$10,785 Growing Green/Bike-friendly Marketing \$17,581 <i>NOT FUNDED: Business survey \$9,157</i>	\$43,151	\$28,366	<u>5 Corridors</u> : East Lake, Midtown Lake, West Lake, Lagoon, Excelsior Blvd <u>1 LRT Area</u> : Lake <u>4 AC</u> : Chicago-Lake, Nicollet-Lake, Lyn-Lake, Uptown	Monitor (5) Support (5)	2, 6, 8, 9, 10, 12, 13	2, 6, 7, 8, 9, 10, 13
Latino Economic Development Center	Lake St Taco Tour \$28,250 <i>NOT FUNDED: Business recruitment \$13,500, Member drive \$1,750, and Newsletter \$1,500</i>	\$49,500	\$28,250	<u>2 Corridors</u> : Midtown & East Lake <u>5 Nodes</u> : Bloomington & 35th, 38th, 42nd, 38th & Cedar, Chicago	Intervene (2) Support (4)	2, 6, 8, 9, 10, 12	2, 6, 8, 9, 10, 12
Longfellow Business Association	Clean-up crew \$320 Member drive \$444 Meetings \$1,200 <i>NOT FUNDED: Business directory \$ 2,300</i>	\$4,904	\$1,964	<u>1 Corridor</u> : East Lake <u>3 LRT Areas</u> : Lake, 38th, 46th <u>2 Nodes</u> : 38th & Minnehaha, 38th & 42nd	Support (5) Monitor (1)	2, 9, 12	2, 9, 12
Neighborhood Development Center	Promotion & marketing contract \$48,000	\$50,000	\$50,000	<u>1 Corridor</u> : Midtown Lake	Support	6, 8, 9	6, 9
Nicollet-East Harriet Business Association	Experience SW, print \$14,000 Walk/Bike to Shop \$16,500 <i>NOT FUNDED: Experience SW, social media \$12,980</i>	\$50,000	\$26,500	<u>19 Nodes</u> : Bryant & 36, 46, 50; Lyndale & 36, 40, 54, 58; Grand & 38; Nicollet & 38, 43, 46, 48, 60, Diamond Lk Rd; Penn & 50, 54, 60, Cedar Lk Rd; Xerxes & 50 <u>1 Corridor</u> : Nicollet Ave S	Support (1) Monitor (19)	8, 10, 11, 13	8, 10, 11, 13
Northeast Minneapolis Chamber of Commerce	Promotions \$24,500 Arts Forum \$11,500 <i>NOT FUNDED: Arts Trail \$6,500 and Pedestrian Study \$7,500</i>	\$50,000	\$25,000	<u>6 Nodes</u> : 13 & University, 22 & Johnson, 29 & Johnson, Lowry & Marshall, Lowry and University, 27 & Central <u>2 Corridors</u> : Central Ave NE, Central Ave NE (near DT) <u>3 AC</u> : Grain Belt Complex, East Hennepin, Central & Lowry	Monitor (3) Support (7)	1, 3	1, 3
Project for Pride in Living	Educational workshops \$3,200 Marketing \$13,200 Real estate development \$3,100 Member drive, networking, sustainability \$23,500	\$49,450	\$43,000	<u>2 Nodes</u> : Penn & Lowry, Emerson & Lowry	Intervene	4, 5	4, 5
Seward Civic and Commerce Association	Member drive \$750 Member meetings \$1,150 Energy marketing \$3,500 Newsletter \$2,840	\$9,476	\$8,240	<u>1 Corridor</u> : Franklin Ave <u>1 LRT Area</u> : Franklin	Support	2	2, 6

Seward Redesign	Marketing & promo TA \$11,500 Property investment promo \$15,500 Business recruitment \$16,000	\$49,450	\$43,000	<u>2 Corridors:</u> East Lake, Franklin <u>2 Partial, 2 Full</u> <u>LRT Areas:</u> Franklin, Lake, 38th, 46th <u>7 Nodes:</u> 38th & 23, 28, Cedar, 42; 42nd & Cedar, 28; Cedar & Minnehaha Pkwy	Support (9) Monitor (4)	2, 9, 12	2, 6, 8, 9, 12
Stadium Village Commercial Association	Event/Game marketing \$15,125 Funding strategy development \$2,050 RailVolution marketing \$3,900 Customer attraction/revenue growth \$18,350 Partnership and green space planning \$2,150	\$45,575	\$45,575	<u>2 LRT Areas:</u> Stadium Village, East Bank <u>1 AC:</u> Stadium Village	Support	2	2
Warehouse District Business Association	Member drive \$3,700 <i>NOT FUNDED: Search engine optimization \$2,200 and Social media set-up and maintenance \$10,900</i>	\$18,767	\$3,700	<u>1 AC:</u> Warehouse District	Support	7	3
West Bank Business Association	Newsletter (incl. translation) \$10,750 Loyalty card \$15,140 Info sessions (w/ interpretation) \$7,000 <i>NOT FUNDED: Printed member brochure to metro/state \$9,610 and \$5,000 design of newsletter</i>	\$50,000	\$27,890	<u>2 Corridors:</u> Cedar, Riverside <u>2 LRT Areas:</u> West Bank, Cedar-Riverside <u>1 AC:</u> Cedar Riverside	Intervene	2	2, 6
West Broadway Business and Area Coalition	Pedestrian enviro./façade work \$16,000 Educational/Networking events \$6,350 Shop Local Campaign \$8,150 Farmers Market \$5,500 Business resource brokering \$5,000 Pop-Up Art \$9,000	\$50,000	\$50,000	<u>1 Corridor:</u> West Broadway	Intervene	3, 4, 5	4, 5
West of the Rail Business Association	Member services \$2,500 Member drive \$1,575 Needs assessment \$1,850 <i>NOT FUNDED: Marketing booklet \$5,625</i>	\$13,283	\$5,925	<u>2 LRT Areas:</u> 38th & 46th <u>10 Nodes:</u> Bloomington & 35, 38, 42, 46; Cedar & 38, 42, Minnehaha Parkway; 38th & 23, 28; 42 & 28	Monitor (4) Support (7) Intervene (1)	8, 9, 11, 12	8, 9, 11, 12
Whittier Alliance	Digital maps, data collection/update \$6,050	\$6,958	\$6,958	<u>1 Corridor:</u> Nicollet	Monitor	6, 10	6, 7, 10
<b>TOTAL</b>		<b>\$397,018</b>					

50<sup>th</sup> and France Business and Professional Association (\$2,650)

This vibrant area proposes a market study and customer survey for \$2,650 to inform the organization’s work to maintain their economic strength in a competitive environment for mid-to-high-end retailers and shoppers. In recent years the area has seen both the clientele and businesses leaning increasingly toward a younger demographic. The last market study the association had compiled was done 20 years ago. With a current analysis the association will be able to provide their members with data that can effectively impact businesses’ marketing strategies as well as inform a future branding campaign for the district. Staff does not recommend funding the two social media workshops proposed. In a strong market area it is reasonable to include some kind of fee to attend workshops. Additionally, the review committee suggests organizations cross market such opportunities with other districts to maximize workshop participation and produce costs savings. The 50<sup>th</sup> and France Association can look to the neighboring Nicollet East-Harriet Business Association and Linden Hills Business Association for workshop partnering opportunities.

#### Lake Street Council (\$28,366)

The Lake Street Council (LSC) has an excellent track record promoting Lake Street as a destination and building relationships with the diverse business community, City, and other community organizations. This year staff recommends funding their proposed Energy & Water Savings & Recycling Program for businesses in concert with a Growing Green and Bike-Friendly Marketing Campaign. Supporting biking for commerce and “greening” businesses are goals Minneapolis is focused on and we welcome the work of LSC in this arena. Staff also recommends funding an expansion of LSC’s 2012 successful partnership with MCAD providing merchandizing assistance to businesses. Not recommended is a \$9,000 request to complete a comprehensive survey to analyze the current business community.

#### Latino Economic Development Center (\$28,250)

Staff recommends funding the Latino Economic Development Center’s proposed Lake Street marketing campaign, coined *The Lake Street Taco Tour*. The Latino Economic Development Center (LEDC) will work with 15-20 Lake Street businesses to develop and implement the campaign, including trainings and networking opportunities to help ensure a successful launch. Staff does not recommend funding LEDC’s proposed business recruitment, member drive, and newsletter activities, which are member services paid for with other funding sources including member dues and grant support from the McKnight Foundation.

#### Longfellow Business Association (\$1,964)

Staff recommends funding the Longfellow Business Association (LBA) to do Lake Street cleanup, a member drive, and business networking events. With a small investment, significant matching funds, and a history of partnering with nearby business associations (West of the Rail and Seward Civic & Commerce Association), LBA will continue their work engaging and educating their membership. Staff does not recommend funding their printed business directory supported by advertisement sales.

#### Neighborhood Development Center/Midtown Global Market (\$50,000)

The Midtown Global Market (MGM) is a unique public space unlike any other in the city, located within the historic Sears building and larger Midtown Exchange project. As the Market’s manager, and partnership owner, the Neighborhood Development Center has requested Great Streets funds to support a variety of marketing initiatives designed to drive customer traffic to the market and to Lake and Chicago. These initiatives would be organized and overseen by PR firm Nemer Fieger. To supplement the overall market promotion work, staff recommends that as part of this Great Streets contract Nemer Fieger conduct one educational workshop for the market vendors on developing simple and inexpensive marketing plans for small business and follow-up the workshop with one-on-one assistance with two vendors that are ready to embark on allocating marketing dollars in their businesses’ budgets.

#### Nicollet-East Harriet Business Association (\$26,500)

This year, the Nicollet-East Harriet Business Association (NEHBA) proposed an innovative addition to their successful *Experience Southwest* marketing campaign, which was developed in 2010 and debuted in 2011. In 2013, NEHBA will capitalize on the network of commercial nodes in southwest, where most residents can comfortably walk to three to five nodes from their homes. Small businesses at these nodes are integral to the livability and sustainability of the area. Promoting walking and biking to neighborhood destinations is both ideally suited for this area and Minneapolis as a whole. NEHBA plans to hire Max Musicant to develop a *Bike Walk to Shop* component to *Experience Southwest*, with walk/bike itineraries and trip creation features on the web and a possible partnership with NiceRide Minnesota to locate additional bike stations in the area. NEHBA’s proposal also requested that the City fund the third year the *Experience Southwest* campaign. This year the recommendation is to fund 50% of the printing, advertisement, and design costs for their 2013 *Experience Southwest* campaign totaling a \$10,000 grant

for the final year and fully funding the development and initial implementation of the *Bike Walk to Shop* campaign. Not recommended for funding is staffing for organization social media postings. NEHBA will need to implement higher member dues, pay-to-play, or other funding strategies for the continuation of the marketing campaigns in future years. The City has provided significant seed money (\$65,000) to research and establish the Experience Southwest brand identity, campaign strategy, and marketing collateral. If businesses find value in these collective marketing services, they should be willing to fund them without further City subsidy.

#### Northeast Minneapolis Chamber of Commerce with NECDC and NEMAA (\$25,000)

In partnership with Northeast CDC and Northeast Minneapolis Arts Alliance, the Northeast Chamber received Great Streets funding in 2012 to complete a market study of the arts-related businesses in Northeast, develop recommendation for leveraging arts businesses in the sector, and promote the arts district to a wider audience. Their partnership proposal this year builds on that work by proposing continued promotion through journal advertisements and improved development and maintenance of the NE Minneapolis Arts District website. New offerings this year include six *Art of Business* educational workshops and four *Arts Forums*- community-wide arts district discussions. Staff recommends funding these four activities in 2013. Staff does not recommend funding a pedestrian study, arts trail planning or the development of two new websites. The proposal was not clear how a pedestrian study would positively affect business recruitment or retention or improve district vitality. The 2005 Central Avenue Small Area Plan calls for an arts corridor with arts installations and there is significant interest in pursuing an arts corridor or arts trail in Northeast, but the proposal did not provide significant detail on what the arts trail planning would entail or produce.

#### Project for Pride in Living/Lowry Corridor Business Association (\$43,000)

This proposal builds on previous Great Streets-funded work, including a market and real estate analysis, formation of the business association, and business retention and recruitment. With attention on building an engaged and sustainable business association, meetings and events have helped build membership to 17 businesses in the new association's first year. Staff recommends funding the Lowry Business Association's continued work to recruit businesses, support business expansion, and grow the membership.

#### Seward Civic and Commerce Association (\$8,240)

The Seward Civic and Commerce Association (SCCA) provides networking, learning, and community building opportunities to businesses in the Seward Neighborhood. Their proposal requests funds to continue their membership drive, monthly meetings, e-newsletter, and a new energy initiative. The energy initiative will market available energy resources and explore the use of energy cooperatives that use bulk buying to reduce costs. SCCA hopes to assist three businesses with planning major energy saving upgrades or solar installations.

#### Seward Redesign (\$43,000)

With Great Streets support, Seward Redesign proposes to work with individual businesses to increase their market visibility by coordinating branding, logo design, sign design, and storefront design services. They also actively build relationships with property owners to help them create a plan to lease, sell, or invest in properties in need of revitalization. The final piece to Redesign's proposal will be to identify prospects and make meaningful contacts with businesses to recruit them to locate in the area, with a special focus on East Lake Street. With strong staff capacity and performance under previous contracts, staff recommends funding Redesign's work again this year.

#### Stadium Village Commercial Association (\$45,575)

With Great Streets grant funding in 2012, the Stadium Village Commercial Association (SVCA) implemented a variety of marketing and promotional activities to help attract visitors and customers to

the area and to mitigate the impacts and disruption to businesses caused by the Central Corridor construction. The marketing component included the development and production of a television commercial that aired on 300 network TV spots. They also designed, produced, and distributed Stadium Village promotional products and materials (Attachment B). SVCA plans to expand on their marketing, branding, and promotional activities; explore long-term funding strategies for the area; promote Stadium Village as a destination for events; parties, and a place to stay for RailVolution 2014; and structure a partnership with the University and others to program the Alumni Park in front of McNamara with events. The proposal also shows significant leverage from Counties Transit Improvement Board, Business Resources Collaborative, Central Corridor Project Office, Metro Transit, the University, and foundation sources.

#### Warehouse District Business Association (\$3,700)

Staff recommends funding the Warehouse District Business Association membership drive to help the organization complete a robust initiative to market their benefits and raise fees for future programming. The association has traditionally had a primary geographic focus along 1<sup>st</sup> Avenue and Hennepin Avenue, and there is great potential to market the benefits of representation by an established business organization to businesses in the Lower North Loop near the Farmers Market, where the benefits and obstacles of development and transit growth are present, and the Upper North Loop where there are a number of new restaurants, office users, and retailers. Both areas are directly adjacent to the WDBA service area, but are somewhat isolated from their neighbors. Staff is not recommending funding the organization's request to fund social media work to promote the organization.

#### West of the Rail Business Association (\$5,925)

As a business association in its third year, the West of the Rail Business Association proposes to continue building momentum with member recruitment, communications, meetings, and networking events. In 2012, they doubled their membership and plan to develop greater connections with this growing membership. They also propose to partner with the Bancroft Neighborhood Association in completing a needs assessment for the 38<sup>th</sup> and Bloomington node. With a small investment, this assessment can positively impact the redevelopment of this node. One aspect of the proposal not recommended for funding is a printed booklet to market the association.

#### West Bank Business Association (\$27,890)

The West Bank Business Association (WBBA) will continue to focus on improving communications and outreach to businesses and strengthening customer traffic to the area. They will utilize translation and interpretation services to best meet the needs of non-English speaking business owners and will build on lessons learned from their 2012 coupon card using an updated concept, the *West Bank Loyalty Card*. There are several innovative, off-the-shelf mobile loyalty card platforms for the WBBA to investigate and pilot in Minneapolis for possible broader application in other commercial districts. Staff is not recommending funding for the design of an e-newsletter or a printed business directory for marketing to the greater metropolitan area and state.

#### West Broadway Coalition (\$50,000)

The West Broadway Business and Area Coalition (WBC) has shown tremendous growth in programming, relationships, fundraising, and capacity in the last few years. Their proposal this year demonstrates that by proposing activities that expand on their current work and leverage funding from over six other sources. Staff recommends funding the WBC's coordinated and comprehensive approach to commercial revitalization, tailored to the current needs of the avenue. Proposed activities include art and pop-up programming in vacant storefronts, window merchandising and logo design assistance, business educational and networking events, Google advertising, business highlights in Insight News, marketing to Minneapolis Public Schools employees, web and social media assistance to businesses, a shop local focus at the Farmers Market, and helping businesses find and access resources. Some of the leverage

WBC has secured to match each Great Streets dollar with \$1.75 includes a new website from The Nerderly, membership dues, \$10,000 in Google advertising, U.S. Bank sponsorships, a Phillips marketing grant, a LISC CoAction grant, and Valspar paint.

Whittier Alliance (\$6,958)

The Whittier Alliance proposal is to verify business locations along Eat Street and submit accurate information to all major digital map providers. They clearly demonstrate the inaccuracies of Eat Street business locations and addresses in multiple digital map providers (Google, Open Street Map, Apple, Bing, Yahoo!) and note how nearly every business deals with problems associated with these inaccuracies on a very regular basis as customers seek them out. The Whittier Alliance plans to partner with a Minneapolis College of Art and Design (MCAD) digital visualization faculty member to implement the changes. They also propose to produce summary best practices documents to share with other organizations. Staff recommends fully funding this proposal.

**Not Recommended for Funding**

There are two activities staff does not recommend funding this year: paying for an organization’s social media postings and printed business directories. There was significant questioning by both program reviewers and sector team members of the value of paying consultants or staff to post on business organizations’ Facebook or Twitter account. These activities are effectively general operations costs to be funded through member dues or other fundraising or handled by volunteers. Printed business directories are contrary to the City’s sustainability goals, and the review team questioned their effectiveness and utility. Printed directories can be paid for by ads, if indeed they are valued by businesses.

Proposals Not Recommended for Funding

Proposer	Eligible Activities in Proposal	Total Request	Eligible Areas	Area Category	2002 Ward(s)	2012 Ward(s)
38th and Chicago Business Association	Explore 38th \$5,700 Bright business coordinator \$24,900 Workshops \$800 Technical writer \$15,000	\$46,700	<u>1 Node:</u> 38th & Chicago	Intervene	8	8, 9
East Downtown Council	Promotional brochure \$1,538 Website update \$1,895	\$ 3,948	<u>3 Corridors:</u> Chicago 2nd-8th, Chicago 8th-Franklin, Washington Ave <u>1 AC:</u> Mill District	Intervene (1) Monitor (3)	7	3, 6, 7
Linden Hills Business Association	Branding & Marketing Campaign \$17,400 Implementation of Campaign \$7,025	\$24,425	<u>2 Nodes:</u> 44th & France, 43rd & Sheridan	Monitor	13	13
Longfellow Community Council	Vacant storefront activation \$30,750	\$33,825	<u>1 Corridor:</u> East Lake	Support	2, 9, 12	2
Lyndale Neighborhood Association	Member drive \$2,675 Shop Lyndale \$4,525 Business recruitment \$1,200 Workshops/networking/communications \$3,471	\$15,075	<u>4 Partial Corridors:</u> Midtown Lake, West Lake, Lyndale, Nicollet <u>1 AC:</u> Nicollet-Lake <u>1 Node:</u> Lyndale & 36th	Monitor (3) Support (3)	10	8
Lyn-Lake Business Association	Business recognition \$1,052 Business outreach \$59 Newsletter \$1,614	\$ 2,725	<u>2 Partial Corridors:</u> West Lake, Lyndale <u>1 AC:</u> Lyn-Lake	Monitor	6, 10	8, 10

Uptown Association	Networking \$2,895 Annual meeting video \$2,650 Business awards \$900 Business Expo \$2,170 Coupon book \$12,206 Member drive \$1,870 Brochure \$4,240	\$33,022	<u>1 AC: Uptown</u>	Monitor	10	10
West Calhoun Neighborhood Council	Customer survey \$6,326 Workshops \$1,225 Brochure \$2,950 SW Journal ads 5,257	\$18,122	<u>2 Partial Corridors:</u> Excelsior Blvd, West Lake	Monitor	7, 13	7, 13

### 38<sup>th</sup> & Chicago Business Association

While the 38<sup>th</sup> and Chicago commercial node has experienced positive momentum and is showing continued signs of improved economic health, staff does not recommend funding this year for the business association’s proposed activities. The proposal requests \$15,000 for a technical writer to document the history, policies, and procedures of the organization, which is not a strategy likely to improve business vitality as well as \$24,900 to fund the “Bright Business Coordinator” to provide technical assistance to 38<sup>th</sup> and Chicago businesses. CPED supports technical assistance through the TAP program. Staff encourages the 38<sup>th</sup> and Chicago Business Association to refer area businesses to organizations with TAP contracts or to a mentoring organization like SCORE. Staff encourages the association to work with their newly expanded membership rolls to craft widely-supported priorities and top initiatives and apply again in 2014.

### East Downtown Council

The East Downtown Council (EDC) proposal requests funding a printed promotional brochure and website update. Staff is not recommending funding for printed business brochures and the organization’s request for a business association website update was not supported with a compelling rationale that it would be widely used by the public to find area businesses. Staff suggests EDC explore alternative ways to help area businesses and their district overall become more visible both to residents and visitors, beyond their website and printed brochures. The pending stadium investment and intended district development over the next several years should provide a boost to that work and possibly a new identify for the area and organization.

### Linden Hills Business Association

This proposal requests funding for developing and implementing “The Linden Hills Stroll,” a marketing campaign to connect the public on a walking tour through 44<sup>th</sup> & France, 43<sup>rd</sup> & Beard, 43<sup>rd</sup> & Upton, and the Lake Harriet Band Shell. Staff recognizes this as a unique and exciting marketing concept for the area; however, 45% of the budget is for printing and distribution of a paper map and directory. In addition to the printed directory, the proposal only identifies a new logo and window decals as outcomes. Staff recommends the association think through creative ways to incorporate new, mobile technologies into this marketing idea.

### Longfellow Community Council

The Longfellow Community Council (LCC) was supported through the Business District Support program in 2011 to implement an art in vacant storefronts campaign. The proposal this year is for a storefront activation program with on-going temporary tenants filling vacant spaces, a logical progression of their 2011 contract. However, the proposal does not include any lessons-learned from the organization’s 2011 art in vacant storefronts work, and there were many. LCC smartly turned to experienced consultants to implement the ideas for this proposal, but did not demonstrate that they have support from the other community partners working on East Lake Street revitalization or how their initiative would further the objective of permanent uses any more than the art in storefronts work has. Many of

the proposals this year focus on East Lake Street, and while more than one of those organizations is recommended for funding, staff believe it is critical that the activities are coordinated and collaborative. This is especially true when operating in the same geographic area with similar objectives. This was not demonstrated in the LCC proposal.

#### Lyndale Neighborhood Association

The Lyndale Neighborhood Association (LNA) proposed funding Lyndale Neighborhood News advertisements, an e-newsletter, posters, business outreach and recruitment activities, and educational workshops. The LNA claims 203 businesses are located in the neighborhood, yet only 23 are members of the association four years after the organization formed. It is likely that many of these 200 businesses are home-based, valuable as a source of income for the proprietor, but not contributing to business district vitality. The low membership is also likely due, in part, to the fact that the Lake Street Council's service area extends south to 36<sup>th</sup> Street, covering the whole neighborhood.

#### Lyn-Lake Business Association

This proposal requests funds for window decals, an e-newsletter, and website update. This proposal and activities did not score well for public benefit, visibility, or leverage.

#### Uptown Association

The Uptown Association has received Great Streets funding in the past for development of the association's brand identity, marketing materials, market research, and a pilot Adopt-A-Block graffiti program. In prior years, the City has provided significant seed funding (\$48,725) for brand development and marketing collateral and strategy. Staff believes that this well-established, large business association in a strong market area can identify member dues, fundraising events, collateral sales like T-shirts, or pay-to-play strategies to fund the activities proposed for Great Streets funding. The activities proposed this year did not rank highly as new, creative approaches to strengthen their business district and they either have the potential to be self-sustaining or are self-sustaining.

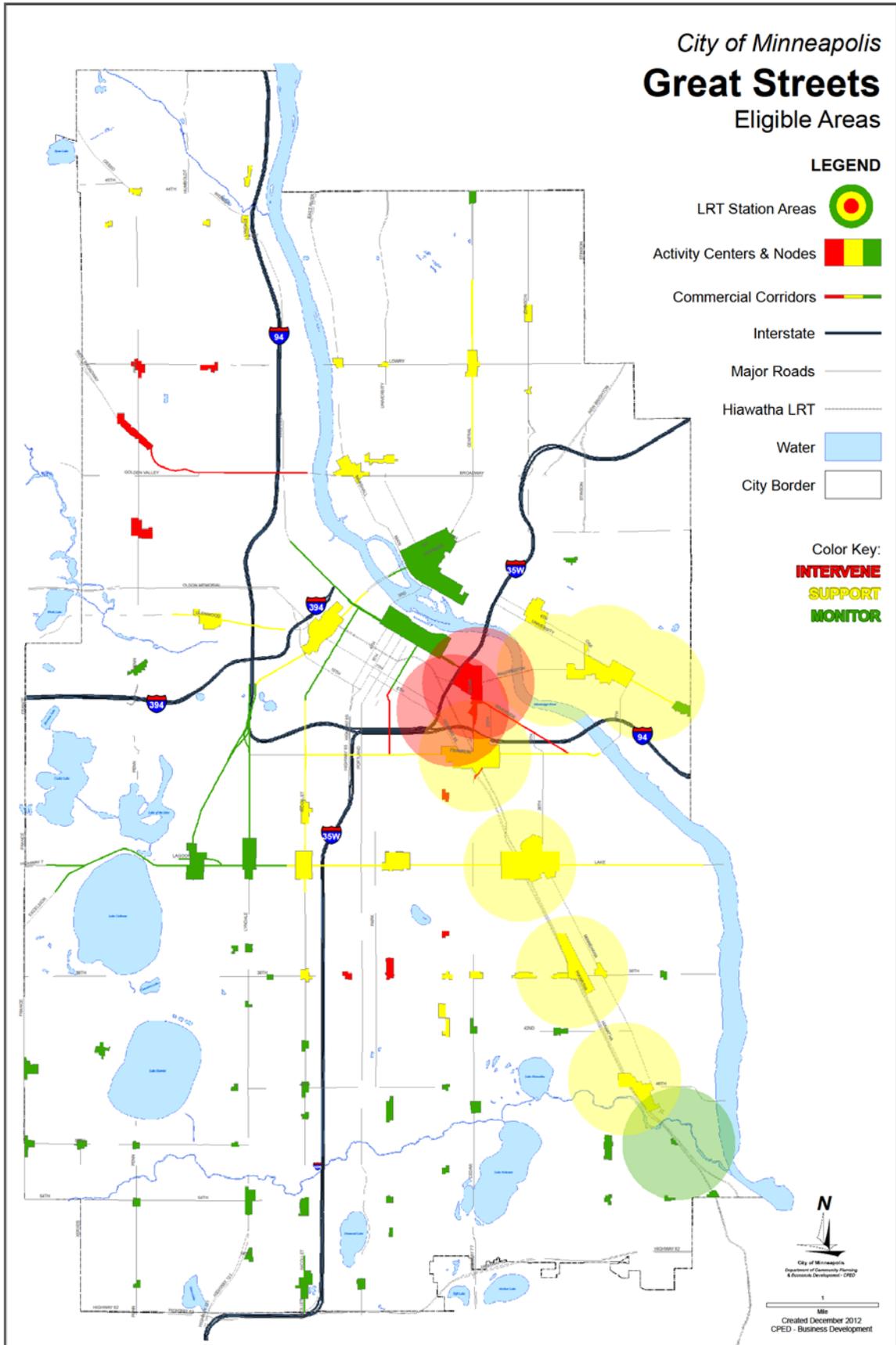
#### West Calhoun Neighborhood Council

The West Calhoun Neighborhood Council submitted a proposal on behalf of the newly-formed The Edge of Lake Calhoun Business Association. The largest portion of the request is for a customer survey and advertisements in the Southwest Journal. Staff recognizes that there may be value in a customer survey in light of the planned Southwest Light Rail Transit station for this area and encourages the business association to further develop the objectives for a survey as well as to actively participate in the community engagement work related to light rail development this summer.

#### **Attachments**

- A: Great Streets Eligibility Map
- B: Marketing Campaign Examples
- C: Member Dues and Numbers Chart
- D: Request for Proposals

**ATTACHMENT A: Great Streets Eligibility Map**



## ATTACHMENT B: Marketing Campaign Examples

### Northeast Minneapolis Chamber of Commerce

**NE ARTS DISTRICT HIGHLIGHTS**

**Second Saturdays in the Arts District!**  
Altered Esthetics features Artible: bite-sized workshops for your creative appetite  
2nd Saturdays at 12:30  
1224 Quincy Street NE, Minneapolis

Open Studios at the California Building  
2nd Saturdays, 12-4 PM  
2205 California Street NE, Minneapolis

For a full list of events, please visit:  
[www.northeastminneapolisartsdistrict.com](http://www.northeastminneapolisartsdistrict.com)



**In The District** This week's highlights:

**Art Attack at the Northrup King Building**  
November 2-4  
Northrup King Building  
1500 Jackson St. NE, Minneapolis

**Cache at Gasket Arts Complex**  
November 2-4  
Gasket Arts Building  
681 17th Avenue NE, Minneapolis

**Q'arma Building / Altered Esthetics**  
November 2 from 7:00 to 10:00pm  
Q'arma Building  
1224 Quincy St. NE, Minneapolis



For a full list of events, please visit: [northeastminneapolisartsdistrict.com](http://northeastminneapolisartsdistrict.com)

### Stadium Village Commercial Association Collateral



### Stadium Village Commercial Association Mailers



facebook.com/StadiumVillage

Stadium Village businesses appreciate support & funding by Minneapolis City of Lakes



## specials guide

EVERY DAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
2pm-6pm   MON-FRI \$1 OFF All Pints, Rails, & Cals \$2 OFF All Pitchers 8pm-Midnight Late Night Happy Hour	2pm-Midnight   Minnesota Monday All MW Beers are \$5	2pm-6pm \$1.20oz cups of Milwaukee's Best Mystery Shots for \$2.50	2pm-Midnight \$2 PBR Callboys \$1 Rail Drinks	2pm-6pm \$2 20oz Cans   Light & Miller Lite \$1 Rail Drinks 8pm-Midnight   Big Ice Truck	2pm-6pm \$2 Domestic Pints \$3 Premium Pints \$2 OFF All Pitchers \$2 Cheese Bread or \$2.50 Toronto Cheese Bread	2pm-6pm \$3 Bloody Marys, Screwdrivers, and 20oz PBR \$2.50 Classic Hamburger w/ F \$2 OFF All Pitchers ALL DAY HAPPY HOUR	
2-4-11 on domestic bottles, all taps, rails and calls	2pm-6pm \$3 tall Cans   Light Taps \$3.50 Wings \$1 Slinkers 8pm-Late Night   Car Bingo - \$10.00	2pm-6pm   2-4-11 on domestic bottles, all taps, rails and calls - \$3 Appetizers - \$15 Craft Beer Buckets (\$ Mix and Match)	2pm-6pm \$2.50 Jameson & Ginger \$3 Shots of Whiskey \$6 Hot Chicagoes	2pm-6pm   \$4 Diapers w/ Adult Beverage \$2 Grain Beer, Rawan's, PBR, High Life, & Bush 11 Tall Boys 8pm-Midnight \$2 Shots of the Week \$4 Bomb Shots	ALL DAY   \$1.50 Beer Saturday \$3 Summit Brunches \$2 OFF All Slices \$2 Shots of the Week	ALL DAY   \$1.50 Beer Sat \$3 Shots of the Week \$3 OFF All Pizzas \$5 Miller Lite Pitches 2-4-11 for Service Industry Employees	
4pm-6pm   Happy Hour 2-4-11 on all Beers, Well Drinks, Specialty Drinks & House Wine \$1, \$4, & \$5 Appetizers \$5 Flat Bread Pizzas	12pm-2am   Late Night Happy Hour \$3 All Taps	8pm   Drinks with Tim 12pm-2am   Late Night Happy Hour \$3 All Taps and Well Drinks 11am-11pm   Lunch Buffet, Salad, Pizza, Pasta and unlimited Fountain Soda (\$7.99)	2pm-6pm   Karaoke 12pm-2am   Late Night Happy Hour \$3 Well and Call Drinks	8pm   Acoustic Music 12pm-2am   Late Night Happy Hour \$4 Vodka Red Bulls	12pm-2am   Late Night Happy Hour \$3 Well Drinks & Domestic Taps \$5 Vodka Red Bulls	12pm-2am   Late Night Happy Hour \$3 Well Drinks & Domestic Taps \$5 Vodka Red Bulls	12pm-2am   Late Night Happy Hour \$3 All Taps
2pm-6pm   Happy Hour \$2.25 Rails, Select Bottles and Drafts 11pm-Close   MON-SAT \$2 & \$3 Select Shots	11pm-Close   Big Man Monday \$3 Eat and Grain Bolt \$4 Hand-Crafted \$5 Pop-Head Specialties \$2 Rails and \$3 Cals 4pm-12am   \$3.50 Buffalo Wings (w/ beverage purchase)	11pm-11pm   12pm-2am 2-4-11 on Ties 1 & 2 Pints, Rails and Cals 4pm-12am   \$18.99 Beer & \$9 OFF Appetizers (w/ beverage purchase)	11pm-11pm   12pm-2am \$2 Rails, Select Bottles and Drafts 11pm-Close \$3 B-Cals, Ties 1 & 2 Pints, Rails and Cals 11pm-12am   FREE Cocktail Hour w/ College ID	11pm-11pm   12pm-2am 2-4-11 on Ties 1 & 2 Pints, Rails and Cals 4pm-12am   \$3.50 Slices Buffalo Wings (w/ beverage purchase)	11pm-Close   Welcome to Weekend \$2 Rails, Domestic Bottles, Lite and Grain Bolt Drafts \$3 Cals, Specialty Bottles and Hand-Crafted Drafts	11pm-Close \$2 Rails, Domestic Bottles, Lite and Premium Drafts \$3 Cals, Specialty Bottles and Hand-Crafted Drafts	ALL DAY HAPPY HOUR \$4 Bloodies, \$3 Slices and Rangoon Heroes Breakfast Special
12pm-2pm & 11pm-Close \$1 OFF Appetizers	12pm-2pm & 11pm-Close   Every Day 10 OFF Appetizers 4pm-Close   Monday \$5 Burgers, Dimes & Wings 5pm-Close   Thursday \$6 Perfect Margaritas	3pm-11pm   Canada Night \$3 Select Taps	8pm-Midnight 1/2 OFF All Beer Pitchers	8pm-Midnight \$7 Unlimited Drafts until the Taps are empty	8pm-Midnight \$2 Select Taps	ALL SPECIALS SUBJECT TO CHANGE DURING EVENTS	



**Applebee's**  
2pm-6pm & 11pm-Close | Every Day  
10 OFF Appetizers  
4pm-Close | Monday  
\$5 Burgers, Dimes & Wings  
5pm-Close | Thursday  
\$6 Perfect Margaritas

**BEACON**  
4pm-10pm & 11pm-12am | Every Day  
\$1 Taps  
11am-12am | Every Day  
\$5.50 Lunch Combos  
11pm-Close | Every Day  
\$7.50 Dinner Combos  
11am-Close | Every Day  
\$0 Wings for \$18.50

Like Stadium Village on Facebook to stay up to date on all of the great deals offered in the area.  
Weekly prizes will be given to Facebook fans including t-shirts, gift cards to Stadium Village businesses, and more!

Like us on for a chance to win PRIZES!

WEST



**Buy one Magers & Quinn \$2.99 tote, get one free.**  
 Valid at Magers & Quinn  
 3038 Hennepin Ave S  
 (612) 822-4611  
 www.magersandquinn.com

Expires 06/30/13

MIDTOWN



**Buy one Gunflint Trail Syrup, get one free!**  
 Raspberry, blueberry, or blackberry only. One coupon per customer.  
 Valid at Grass Roots Gourmet  
 Midtown Global Market, 920 E Lake St  
 (612) 871-6947

Expires 06/30/13

WEST



**Buy one slice, get one free!**  
 Offer valid only at the Uptown location, for in-store pickup only. One coupon per customer.  
 Valid at Mesa Pizza Uptown  
 1440 W Lake St  
 (612) 206-3026  
 www.mesapizzamn.com

Expires 06/30/13

MIDTOWN

**HIRSHFIELD'S PAINT & DECORATING**

**Hirshfield's**  
 Lake Street's Original Paint Store.  
 Hirshfield's. Since 1894.

**Buy one gallon paint Get one roller FREE!**  
 Hirshfield's Paint. Premium roller cover.

325 East Lake Street  
 Minneapolis, MN 55408  
 612.823.7209  
 hirshfields.com  
 Expires 6/30/13

EAST



**Buy one glass of house wine, get one free.**  
 Offer only good for house wines.  
 Valid at Gandhi Mahal  
 3009 27th Ave S  
 (612) 729-5222  
 www.gandhimahal.com

Expires 06/30/13

EAST



**Purchase a growler, receive a free tap beer!**  
 Valid at Harriet Brewing  
 3036 Minnehaha Ave  
 (612) 225-2184  
 www.harrietbrewing.com

Expires 06/30/13

EAST



**Buy one, get one Beginning Stained Glass Class.**  
 Class must be purchased at regular price from Glass Endeavors. Supplies and tool kit are not included.  
 Valid at Glass Endeavors  
 2716 E 31st St  
 (612) 721-9553  
 www.glassendeavors.com  
 Expires 06/30/13

EAST



**Free \$3 record of your choice with a \$15 purchase.**  
 Limit one per customer.  
 Valid at Hymie's Vintage Records  
 3820 E Lake St  
 (612) 729-8890  
 www.hymiesrecords.com

Expires 06/30/13

### West of the Rail Station Platform Advertisements

**LOCAL STOPS.**  
**LOCAL SHOPS.**

**what you're looking for is west of the rail**



Get Your Guide to Big Deals, scan QR code  or go to: [www.westoftherail.org](http://www.westoftherail.org)

LOCAL STOPS. LOCAL SHOPS.



[www.westoftherail.org](http://www.westoftherail.org)



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

2013 Great Streets BDS Proposers' Member Dues and Numbers				
Proposer	Sector	Area Category	Member Dues	Number of Members
Lake Street Council	South & SW	Monitor and Support	\$150 (Arts, nonprofits, 1-2 FTE) \$250 (3-6 FTE ) \$300 (7-10 FTE & restaurants) \$525 (11-24 FTE) \$1,400 (25-44 FTE) \$2,700 (45+ FTE)	430 (plus 114 in-kind contributing partners)
Latino Economic Development Center	South	Intervene and Support	\$50 Individual \$100 Non-profit \$200 In business <3yrs \$300 In business 3 yrs+	300
Nicollet-East Harriet Business Association	SW	Support and Monitor	\$100	220
Uptown Association	SW	Monitor	\$75 Individual \$100 Non-profit \$175 (1-25 FTE) \$275 26+ FTE	127
Northeast Minneapolis Chamber of Commerce	East	Monitor and Support	\$202 - \$3,015 (based on FTE)	116
50th & France Business and Professional Association	SW	Monitor	\$302 (1-3 FTE) \$409 (4-6) \$525 (7-10) \$650 11+	110
Warehouse District Business Association	DT	Support	\$125 \$250 hospitality and real estate	105
Lyn-Lake Business Association	SW	Monitor	\$100	103
Seward Civic and Commerce Association	South	Support	\$75 (1-5 FTE) \$150 (6-10 FTE) \$225 (11+ FTE)	90
Longfellow Business Association	South	Support and Monitor	\$50 new member \$100-\$500 business choice	82
West Broadway Business and Area Coalition	North	Intervene	\$150 Individual \$200 (1-10 FTE) \$525 (11-24 FTE) \$1,400 (25-44 FTE) \$2,700 (45+ FTE)	60
East Downtown Council	DT	Intervene and Monitor	\$75 home-based \$150-\$600 Business choice	56
West of the Rail Business Association	South	Monitor, Support, and Intervene	Business choice	45
Stadium Village Commercial Association	East	Support	\$150	37
Linden Hills Business Association	SW	Monitor	\$185 storefront \$115 office (plans to 2x over the next 3 yrs)	25
38th and Chicago Business Association	South	Intervene	\$100	23
Lyndale Neighborhood Association	SW	Monitor and Support	\$100, \$250 or \$500 Business choice	23
West Bank Business Association	East	Intervene	\$125 Non-profits, start-ups & 1-2 FTE \$150 (3-6 FTE) \$225 (7-75 FTE) \$500 (76+ FTE)	19
Project for Pride in Living	North	Intervene	\$250	17
West Calhoun Neighborhood Council on behalf of The Edge of Calhoun Business Association	SW	Monitor	No established dues structure (Association established March 2012)	0
Whittier Alliance	SW	Monitor	No dues structure (Donations accepted through annual fall fundraising and in-kind contributions)	0 (150 business actively participate in programming)
Longfellow Community Council	South	Support	not a member org	NA
Neighborhood Development Center	South	Support	not a member org	NA
Seward Redesign	South	Support and Monitor	not a member org	NA