



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

Date: April 17, 2012
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 April 27, 2007, the City Council reviewed and adopted the Great Streets neighborhood business district program. (2) 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*.

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Approved by:
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Presenter in Committee: Kelly Hoffman, 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 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 Yes_____ No X
- Job Linkage Yes_____ No X

Supporting Information

Great Streets Neighborhood Business District Program

The Great Streets neighborhood business district program, adopted by the City Council on April 27, 2007, is based upon an extensive study of strategies and tools to revitalize and sustain neighborhood business districts. In addition to providing important goods and services for residents and adding to the overall character of communities, neighborhood business districts are home to significant numbers of jobs. In 2010, 38% of the City's jobs (106,000) and 49% of the local sales taxes (sales, use, restaurant, liquor, entertainment, and hotel) of \$30.2 million) came from businesses located on commercial corridors.

Studies show that an array of strategies and tools can successfully revitalize and sustain urban neighborhood business districts. The Great Streets program provides support for a multitude of strategies through programs, including the Façade Improvement Program, Real Estate Development Gap Financing, and Business District Support Grants. The City's business loans are also marketed through the Great Streets program. The Business District Support grants are the primary subject of this report, but we'll take the opportunity to report more broadly on Great Streets outcomes and to describe some changes to the way that the City supports business district vitality.

Through targeted investments, the Great Streets program is producing tangible results as well as leveraging private investment.

- The Great Streets façade program alone has stimulated \$2,346,886 of investment in business façade improvements citywide since its inception in 2008. In just four years, grant administrators worked on 228 façade improvement projects providing \$781,864 in matching grants, leveraging \$1,565,022 in private investment. For every \$1.00 of public investment, the private sector invested \$2.00. In addition, these improvements have catalyzed additional private sector investments in nearby properties.
- The City has also provided \$3,505,000 in strategic real estate development loans worth approximately \$54,000,000. These loans are repaid to the City, with interest.
- The business district support program has not only leveraged private dollars, including foundation investments and membership dues, but also volunteer hours and business sponsorships. Along with the Façade Improvement Program, it has also helped business associations and others strengthen relationships with businesses. This program has supported initiatives that increase the customer base of neighborhood businesses.
- The Great Streets program also markets other City financing products for small business support, primarily the 2% Commercial Loan Program. Between 2007 and 2011, 83 2% loans totaling \$6.2 million were made to businesses from this revolving loan fund. These loans leveraged private bank financing of \$43.4 million and allowed businesses to create 390 new permanent jobs within Minneapolis.

In many cases, organizations are combining tools and strategies for maximum impact. For example, at 38th and Chicago, the City provided a Great Streets Real Estate Development Gap Financing loan for the Chicago Avenue Fire Arts Center, supported a real estate and market analysis to guide business recruitment efforts supported through Business District Support, and façade improvement grants for eight properties, resulting in highly visible improvements.

Business District Support

Within the Great Streets program budget, \$300,000 was allocated to fund this fifth round of Business District Support grants. Proposals are solicited on an annual basis through a Request for Proposals (RFP) process.

The RFP was issued on January 13, 2012, with proposals due February 10, 2012. The maximum award amount is \$50,000. The RFP 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), including marketing/promotional initiatives, market analysis or focused planning efforts, business recruitment, networking opportunities for businesses, etc. Stand alone events such as music festivals or art crawls are clearly articulated as not eligible.

This year, technical assistance for businesses is supported through the new Technical Assistance Program (TAP), rather than through Great Streets Business District Support. The RFP for this program was issued on March 12, 2012. Through a competitive RFP process and outcomes-based contracts with our community partners, TAP will support one-on-one technical assistance as well as classes and training in business planning, legal and tax issues, financial analysis and more. Previously, this work had been supported through Great Streets Business District Support as well as through stand-alone contracts negotiated through CEPD Business Finance. With input from community partners, staff determined that because of the geographic focus of the Great Streets program, technical assistance wasn't a good fit and the program would more effectively support business stability and growth if it was supported through a reorganized program. In previous years, technical assistance contracts represented approximately \$200,000 of the annual Business District Support contracts. This \$200,000 was redirected to the new Technical Assistance Program, along with other funds. Council action on these contracts is expected on May 25, 2012.

Great Streets Business District Support and Business Association Assistance Program

CPED staff have worked to focus and define our objectives for business association work and to better measure outcomes resulting from City support. The Business Association Assistance Program (BAAP) has historically provided small grants for general operating support for business associations. BAAP funds have been used for staff costs as well as general administrative costs associated with holding meetings, maintaining newsletters, and updating websites.

As CPED has refined the BAAP program to be more focused on specific outcomes, and less on general operating support, the overlap with the Great Streets program became apparent and staff decided to merge the two programs in 2013. Our intent is to align City financial support more clearly with City objectives of business growth and business district vitality, to enhance transparency regarding decision making and outcomes, to reduce City funding for general administrative operations that should be supported by member dues and fundraising, and to eliminate redundancies between the two programs. The RFPs for both programs indicated that this would be a transitional year, with a single, consolidated Great Streets program next year. The RFPs urged organizations to spend this year putting in place mechanisms to become administratively self-sustaining. We anticipate that programmatic activity focused on business support and business district vitality funded in the past through BAAP can be funded in the future through the consolidated Great Streets program in large and small amounts.

In November, CPED staff held a focus group with business associations to solicit feedback on ways that we could more effectively support businesses and business district vitality and prioritize our support. We heard that information exchange and opportunities to learn from one another are important. CPED has rolled out the Great Streets Speaker Series offering an opportunity to get together to learn about strategies that are working as well as lessons learned. Topics include using social media for marketing, retail recruitment, public realm management tools, and tours of business districts led by community partners. At least six gatherings per year are planned.

Another request of the business associations was for CPED-Economic Development to play a role in communicating with business associations about regulatory policy changes affecting businesses. Economic Development staff are reaching out to Regulatory Services and Zoning colleagues to explore this.

This year, the review of the BAAP and Great Streets Business District Support proposals was coordinated with program management staff from both programs reviewing funding recommendations. This coordination allowed for the best fit of funding support for the activities proposed for both programs.

Great Streets Eligible Areas

There are 117 eligible geographic areas where adopted City policy supports neighborhood commercial activities. These are the 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 (See Attachment B). Eligible areas are grouped into three categories (intervene, support, and monitor) based on several measures of economic health, need, and opportunity. These categories are defined below.

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|------------------|---|
| 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. |

Program Accountability

Each Great Streets contract will have a clearly-defined and agreed upon Scope of Services with measureable outcomes, which strengthens accountability and allows CPED staff to evaluate organizational performance. Organizations receive payment only after they have submitted deliverables that demonstrate outcomes. Examples include descriptions of loans packaged, marketing materials, event flyers, data demonstrating increased customer traffic or revenues, numbers of new businesses, new jobs created, consultant reports, etc. While the range of eligible activities is as varied as the strategies for commercial revitalization, measurement of performance is consistently required.

Outcomes of Prior Business District Support Contracts

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. Organizations such as Seward Redesign are actively recruiting businesses to vacant spaces.

They are doing this by:

- offering programs such as the Great Streets Façade Improvement Program and the City's 2% Loan as a reason to locate in a Minneapolis business district and as a tool for property owners to make investments that make vacant properties more attractive to prospective tenants (e.g., Micheal Lander's building now occupied by Blackbird at 38th & Nicollet)
- advertising available space,
- building relationships with property owners,
- developing property investment plans,
- navigating the City's regulatory approval process,
- collecting and analyzing market data,

- producing marketing materials highlighting area buying power and specific properties, and
- aggressively contacting prospective businesses.

This Great Streets-supported work produces tangible results, including fewer vacant storefronts; increased commerce; positive economic activity; increased foot traffic; added jobs; and an increase in the goods and services available to residents, workers, and visitors.

Seward Redesign with Standish Ericsson Neighborhood Association worked with the owner of the Oak Building at 38th St E and 28th Ave S, an historic but derelict building most recently used as a furniture store, to develop drawings and investment plans for this vacant building and arranged showings for Smokehouse Brewpub, a proposed restaurant and craft brewery with 20 bar seats, 55 dining seats, and an outdoor patio. The building owner tapped the Great Streets Façade Improvement Program for \$10,000 of a \$20,152 investment in replacing windows, doors, and exterior lighting. In this case, the façade program was used as a recruitment tool to attract a new business tenant after the improvements were completed for two storefronts.

Marketing Initiatives

The City's business districts are home to unique stores often offering one-of-a-kind products or an authentic experience not found elsewhere. With limited advertising budgets, these stores and districts are often unknown beyond the neighborhood boundaries and sometimes within them. Marketing initiatives aim to increase business by getting the word out about an area, shaping its image, and drawing new customers to the district. Examples include the West Bank Business Association's "Real.Different" campaign which captures the unique identity of the West Bank and uses targeted advertising to reach potential customers and visitors. Another example is Nicollet East Harriet Business Association's "Experience Southwest" campaign which encourages people to shop and dine at the commercial nodes in Southwest Minneapolis through holiday marketing campaigns and an active online presence.

Information Exchange

The Business District Support program not only supports organizations convening businesses around topics of interest, but the City also uses the Great Streets program as a way to convene organizations to build knowledge about business support, development, and recruitment and to develop and share best practices.

This year, we rolled out an ambitious calendar of events for 2012. We are hosting workshops on building and maintaining a membership organization, using social media for marketing, retail recruitment, and more. Starting in June, we've organized, with our community partners, tours of business districts throughout the city to see firsthand what organizations are doing to bring vitality to neighborhood business districts.

2012 RFP Responses

The RFP (Attachment A) outlines the evaluation criteria for reviewing the proposals and establishes a point value for each criterion. The evaluation criteria include: (a) whether the business district is in an area identified as a priority for City investment, based on various measures of economic health (intervene and support areas garner more points than monitor areas); (b) leverage of other resources; (c) impact, visibility, and public benefit; (d) organizational capacity to perform the proposed work; (e) feasibility and readiness; and (f) the extent to which lessons learned are transferable to other business districts (Attachment A, pg. 5).

CPED received 17 proposals by the February 10, 2012 deadline, requesting a total of \$751,083. The total amount budgeted was \$300,000 making this a very competitive round. The proposals represent a wide range of commercial revitalization strategies including a

variety of marketing/branding/promotional initiatives, business recruitment, planning/analysis, business networking events, efforts to build and diversity membership bases, development of business district marketing materials and shopper incentive programs, and more.

The proposals were reviewed and evaluated by a committee comprised of representatives from CPED Business Development; CPED Business Finance; the Minneapolis Regional Chamber of Commerce; the Local Initiatives Support Corporation; Hennepin County Housing, Community Works, and Transit; and the McKnight Foundation. CPED geographic sector teams also provided input.

Recommendations for Funding

CPED staff is recommending a total of \$317,800 for full or partial funding of 11 proposals. The initial amount budgeted was \$300,000. During the review period, staff unencumbered \$17,779 from an expired Façade Improvement Program contract so funding \$17,800 over the initial amount budgeted has no net impact on the total Great Streets budget.

This year, proposers were required to use a uniform budget. Using this format made actual costs clearer, allowed easier comparison of proposals, and because the budget required program elements or initiatives to be broken out, it was easier for the review team to select specific program elements to support. The uniform budget also made staff and consultant rates transparent, clarified cash and in-kind leverage, and allowed proposers to attribute a dollar value to volunteer hours.

Table 1 below summarizes the proposals recommended for full or partial funding. Staff is not recommending funding for five proposals. The rationale for the proposals recommended as well as not recommended for funding is below.

Previous years of Great Streets Business District Support

Year	Amount	N. of contracts
2008	\$250,000	11
2009	\$712,355	21
2010	\$578,175	18
2011	\$499,873	15
2012 (<i>proposed</i>)	\$317,800	11

Table 1: Proposals Recommended for Funding (in alphabetical order)

Proposer	Activities recommended for funding	Eligible Area(s) Covered	Ward	Amount Requested	Amount Recommended
Asian Media Access	Market study focusing on Asian American and Pacific Islander owned businesses in North Minneapolis; outreach and networking	42nd & Fremont, Lyndale, Thomas, Penn; 45th & Lyndale; Glenwood & Van White; Lowry & Emerson, Penn; Plymouth & Penn; West Broadway & Penn	4,5	\$50,000	\$10,000
Harrison Neighborhood Association	Coordination of Glenwood Corridor Alliance	Glenwood Ave.; Glenwood & Van White	5	\$30,500	\$5,000
Lake Street Council	Shopper incentive program; updating Lake Street marketing materials; social media training	Midtown Lake; East Lake; West Lake; Lake/Hiwatha LRT	2,6,8,9,10,12	\$41,000	\$21,000

Lowry Ave North Collaborative (PPL)	Marketing of Lowry - develop materials, develop marketing campaign, focus on Penn & Lowry redevelopment, develop recruitment strategy; Enhance business association	Penn & Lowry; Emerson & Lowry	4	\$46,700	\$46,700
NE Chamber of Commerce with NEMAA and NE CDC	Market study of economic impact of artists and arts uses; promotion of the NE Minneapolis Arts District	13th & University; 22nd & Johnson; 29th & Johnson; 27th & Central; Lowry & Marshall; Lowry and University; Central Ave; Central & Lowry (AC); East Hennepin (AC); Grain Belt Complex (AC)	1,3	\$50,000	\$18,000
Nicollet East Harriet Business Association	Seasonal marketing campaigns; implementation of Mind*Spark marketing work; social media brown bag workshops; identification of additional marketing tools; Provide professional expertise	Bryant Ave & 36th, 46th, 50th; Lyndale Ave & 36th, 40th, 54th, 58th; 38th & Grand; Nicollet & 38th, 43rd, 46th, 48th, 60th; Diamond Lake Road & Nicollet Ave; Nicollet Ave S	8,10,11,13	\$50,000	\$25,000 (challenge grant)
Seward Redesign	Business recruitment; investment plans for property owners; marketing help for businesses	Franklin Ave; Lake St; Franklin LRT; Lake St LRT; 38th St LRT; 46th St LRT; 38th & 23rd Ave, 28th Ave, Cedar Ave; 42nd & Cedar, 28th Ave; Cedar & Minnehaha; 38th & 28th Ave	2,6,9,1,2	\$49,900	\$49,900
Stadium Village Commercial Association	Marketing, branding, and promotional activities to mitigate impacts of construction	Stadium Village AC; Stadium Village LRT; East Bank LRT	2	\$40,000	\$40,000
Standish Ericsson Neighborhood Association and the West of the Rail Business Association	Advertising campaign using LRT cars and platforms	38th and 46th LRT Stations; 38th & Bloomington, 23rd, & 28th, Cedar; 35th & Bloomington; 42nd & 28th, Bloomington, Cedar; 46th & Bloomington; Cedar & Minnehaha Pkwy	12,9	\$20,700	\$20,700
West Bank Business Association	Communications and outreach; BID coordination; coupon book/shopper incentive program	Cedar Ave; Riverside Ave; Cedar Riverside AC; West Bank LRT; Cedar-Riverside LRT	2	\$50,000	\$36,000
West Broadway Coalition	"Buy Local" Campaign; Farmers Market; Membership Drive; Networking for businesses; Retail Recruitment	West Broadway	3,4,5	\$50,000	\$45,500
TOTAL				\$478,800	\$317,800

Rationale for Funding Recommendations

1. Asian Media Access (\$10,000)

Staff recommends funding the market study and outreach proposed by Asian Media Access in North Minneapolis. There is a concentration of Asian Americans and Asian American-owned businesses in North Minneapolis. This market study will assess the economic impact of those businesses as well as assess the market demand and opportunity for new businesses. Asian Media Access also requested funding to provide technical assistance to businesses. Staff will connect Asian Media Access to organizations that receive funding through the City's Technical Assistance Program so they may serve as a bridge between hard-to-reach businesses and technical assistance services. Staff is recommending funding the market study at a lower level than requested (\$35,000) as previous market studies funded through this program have been in the \$8-\$10,000 range.

2. Harrison Neighborhood Association (\$5,000)

The Harrison Neighborhood Association has created the Glenwood Corridor Alliance to convene the Harrison businesses, provide information about tools and resources, create networking opportunities, and organize speakers of interest to the business community. Harrison Neighborhood Association is providing staff support and coordination of this group. Staff recommends that Great Streets resources be directed towards business organizing rather than recruitment efforts which may be premature at this time, given the combination of very few commercial spaces and currently low population density. Harrison also proposed using Great Streets Business District Support dollars to connect residents to local employers. Staff will direct Harrison to the existing workforce development infrastructure through the City's employment and training programs. In addition, Harrison requested support for technical assistance for businesses. The new Technical Assistance Program will provide citywide resources for technical assistance for businesses without the geographic restrictions of Great Streets. Technical Assistance providers can do outreach including through events such as Glenwood Corridor Alliance meetings.

3. Lake Street Council (\$21,000)

Lake Street Council (LSC) will develop a shopper incentive program to encourage repeat customer visits to Lake Street. They will also facilitate social media training for businesses and update their marketing materials aimed at drawing visitors to Lake Street. LSC has an excellent track record promoting Lake Street; reaching out to businesses; and building relationships with the business community, the City, and with other business associations. LSC covers a large service area and with a small staff, is very effective. An element of their proposal not recommended for funding is \$20,000 requested to advertise Lake Street at the airport. In 2010, the City funded a Lake Street Council airport advertising initiative as a pilot. If that advertising proved effective, the organization should now be able to demonstrate value for their members and raise private capital for future campaigns.

4. Lowry Ave North Collaborative/Project for Pride in Living (\$46,700)

Beginning in 2011, Cleveland, McKinley, Folwell, Hawthorne, and Jordan neighborhoods joined with Project for Pride in Living to begin to implement strategies and recommendations for economic vitality identified in the Lowry Avenue Strategic Plan. The work in this proposal builds on the market and real estate analysis and the development of the business association, work that was recently completed. The group proposes to focus on the redevelopment opportunity at the Northwest corner of Penn and Lowry, as well as develop site-specific marketing materials and business recruitment strategies. This group was recently awarded a contract to administer the Great Streets Façade Improvement Program for the designated Lowry Ave commercial nodes.

5. Northeast Chamber of Commerce with NECDC and NEMAA (\$18,000)

In partnership with Northeast CDC and Northeast Minneapolis Arts Alliance, the Northeast Chamber will complete a market study of the arts-related businesses in Northeast, assess the economic impact of these uses and develop recommendations for leveraging the arts businesses. Staff also recommends supporting strengthening the relationship of the local businesses to arts businesses and promoting the arts district to a wider audience. NE Chamber does an excellent job providing valuable services to their businesses and is a highly capable organization. CPED staff looks forward to the recommendations of the market study as it has been shown time and time again that artists and arts-related businesses can be a key economic strength. Staff is not recommending funding for a proposal for Art in Empty Storefronts idea because there was not sufficient information on level of property and business owner interest or how the program would be structured. Staff felt that the information gathered through the marketing study would help the NE Chamber and partners develop well-informed future initiatives.

6. Nicollet East Harriet Business Association (\$25,000)

Nicollet East Harriet Business Association (NEHBA) will build off of the successful marketing campaign developed by Minneapolis marketing firm Mind*Spark in 2010. "Experience Southwest" is an identity based marketing campaign that encourages shopping at commercial nodes in Southwest Minneapolis. This campaign includes holiday shopping promotions and an active online and social media presence. This is a strong market area and the initial funding for this initiative was developed and launched with Great Streets funding. Staff recommends requiring a 1:1 financial match.

7. Seward Redesign (\$49,900)

With Great Streets support, Seward Redesign proposes to work with property owners to develop investment plans, identify resources, and identify tenant prospects. With their history, strength, and capacity, Redesign staff are also frequently called on for guidance by other organizations. This year, Redesign has expanded their geographic coverage to include East Lake Street, and the 38th Street and 46th Street commercial nodes west of the rail, which will provide more options for prospective businesses. Seward Redesign provided support letters for their work from organizations in their expansion areas.

8. Stadium Village Commercial Association (\$40,000)

Stadium Village Commercial Association proposes implementing 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. This organization received Great Streets funding last year and has proven to be very effective at both engaging businesses and leveraging financial resources.

9. Standish Ericsson Neighborhood Association/West of the Rail Business Association (\$20,700)

Standish Ericsson Neighborhood Association (SENA) and the West of the Rail Business Association proposes a marketing campaign that includes advertisements on the insides of train cars as well as on LRT platforms. The goal is to let riders know about shopping and dining destinations in the area. SENA will do this project in two phases with an evaluation period after Phase I.

10. West Bank Business Association (\$36,000)

West Bank Business Association (WBBA) will continue to focus on building its membership and improving communications with business owners. This critical area of the city will continue to be significantly impacted by multiple infrastructure reconstruction projects in 2012, including the Central Corridor LRT, Riverside Ave, and Cedar Ave and communication with businesses and customers is critical. WBBA also proposes continued involvement with businesses and institutions on developing a Business Improvement District. Staff is not recommending funding for a workshop series focused on increasing the business skills of

bands. While this maybe a worthwhile series, because of the geographic focus of Great Streets, it is not a good fit for this program.

11. West Broadway Coalition (\$45,500)

There have been a number of recent organizational changes in North Minneapolis and the West Broadway Coalition (WBC) has continued to be a strong and stable organization. This proposal is for implementing the Farmers Market for a second year, increasing membership, organizing networking opportunities and “Buy Local” initiatives. Staff is not recommending funding for the coordination of the mini farmers markets because there is not a clear benefit to area businesses. The review committee thought this could be funded from other sources focused on urban healthy food choices.

Not Recommended for Funding

Five proposals are not recommended for funding and one proposal (East Gateway Partnership) was withdrawn.

Table 2: Great Streets Business District Support Grants Not Recommended for Funding
(in alphabetical order)

Proposer	Description	Eligible Area covered	Ward	Amount requested
38 th & Chicago Business Association	Public art project, banner design; staffing for one year for marketing, event planning, research	38 th & Chicago	8	\$24,500
African Development Center	Business Technical Assistance	West Bank LRT; Cedar Riverside LRT	2	\$50,000
South Hennepin Business Association	Direct mail promotional campaign; develop/implement social media campaign; design/implement website enhancements for LowryHillDistrict.com	South Hennepin	10	\$50,000
Southeast Business Association	Construction mitigation outreach to businesses; development of parking solutions	29th Ave LRT; University Ave	2	\$50,000
Uptown Association	Social media audit; Uptown coupon book; marketing study; Uptown merchandise; Merchandising consulting; Informational video; Business and community networking; Co-op advertising; Public Relations	Uptown AC	10	\$49,977
TOTAL				\$224,477

Rationale for Proposals Not Recommended for Funding

38th & Chicago Business Association (\$24,500)

The proposal included funding for public art/streetscape improvements but did not include any information on capital or a long-term maintenance plan (required per the RFP, Attachment A, pg. 3). The proposal also included funding for development of a Special Service District but there is no evidence of support from property owners to begin this process. The proposal requested \$16,000 for undefined activities for organization staff. While this is a commercial node that has experienced positive momentum and is showing signs of improved economic health, the activities proposed do not seem to be the best fit for the current needs or for the Great Streets program.

African Development Center (\$50,000)

The African Development Center (ADC) provides technical assistance and loan packaging for businesses, and staff expects to receive a proposal from ADC for the City’s Technical

Assistance Program. The ADC proposal submitted was for entrepreneurial technical assistance, primarily one-on-one business consulting and business workshops. With the new Technical Assistance Program in place, technical assistance is no longer an activity eligible for funding within the Great Streets Business District Support program.

South Hennepin Business Association (\$50,000)

The proposal is for \$50,000 in City dollars to support a direct mail marketing campaign for businesses in this “monitor” designated area. Direct mail marketing is 1) not well aligned with City sustainability values, 2) not a proven driver of neighborhood customer traffic and 3) not clearly connected to the stated ‘issue to solve’ of commercial vacancy. The proposal does not indicate any organization or business financial support for his activity, showing no leverage for requested City dollars in this relatively strong market area. Further, the hourly rate for the organization staff is double the maximum rate of other organizations.

Southeast Business Association (\$50,000)

SEBA proposed to conduct a parking study and outreach to businesses during Central Corridor LRT construction. However, CPED Planning staff just completed a parking study defining strategies to provide on street parking for business customers after light rail construction and the proposal did not articulate how this study would be different. Moreover, the organization contract staff was identified as the parking study consultant without any evidence of appropriate qualifications. The proposal also requested City dollars for business outreach, though the organization has not submitted any invoices for a 2011 Great Streets contract for the same. No leverage was demonstrated.

Uptown Association (\$49,977)

The Uptown Association has received Great Streets funding the last three years for the development of brand identity, marketing materials, and market research. Many of the initiatives proposed have the potential to be self-sustaining or possibly are self-sustaining, now that the organization’s brand identify is in place.

Attachments

- A: Request for Proposals
- B: Great Streets Eligibility Map
- C: Great Streets Categorization

Introduction

In November 2011, the City of Minneapolis (City) organized a focus group with organizations that focus on business district revitalization. The purpose of the focus group was to gain a deeper understanding of the challenges and priorities facing businesses and business districts as we refine and focus programming with fewer resources. In response to the focus group discussion, the City is actively exploring ways to improve the dissemination of information particularly regarding regulatory policy changes that directly impact businesses and business districts. The City is also scheduling informational workshops, networking opportunities, and business district tours, all which we heard were ways we could help support businesses and business organizations.

This year, we can provide continued support to organizations that support Minneapolis businesses and economic vitality through both the Great Streets program and this Business Association Assistance Program (BAAP). Future support through the BAAP program beyond 2012 is not expected, and this should be treated as a transitional year. For both programs, the City is interested in proposals that focus on creative ways that organizations can work together to leverage resources and develop self-sustaining ways to provide services. The program timing and review for the Great Streets and BAAP programs will be aligned this year. An RFP for the Great Streets Business District Support program will be issued concurrently with this RFP.

Next year, we will consolidate the two programs under the Great Streets umbrella as a single City program to support business districts.

The City is seeking proposals for activities to strengthen local business organizations and help stabilize commercial areas, so that they contribute to the economic growth of their members and assist the City in attainment of its economic development objectives to grow jobs and the tax base and support economic vitality throughout the city.

We've heard that technical assistance for businesses is important. In the past, the City has funded technical assistance (business planning, classes for entrepreneurs, one-on-one training on topics such as accounting, legal and tax issues, etc.) for businesses through the BDS program. This year, the City plans to provide support for technical assistance for businesses through a new stand alone program, citywide, without the geographic focus on Great Streets. The City will issue an RFP for this program in early April.

Technical assistance for property owners to help attract tenants and other business recruitment activities remain eligible for BDS funding. Workshops and networking events for businesses that focus on a particular educational topic (e.g., using social media for marketing) are also activities eligible for funding through the BDS program, rather than through the expected new program.

This Request for Proposals (RFP) is for the **Great Streets Business District Support (BDS)** program. The focus of the BDS program is special projects or initiatives with a definite start and end date. Work must be completed within one year.

Eligibility

Organizations eligible to submit proposals include business associations, community development corporations, neighborhood organizations, and other community-based entities performing work in eligible commercial corridors, commercial nodes, activity centers, and Light Rail Transit (LRT) station areas designated in [The Minneapolis Plan for Sustainable Growth \(list of eligible areas\)](#). Contracts are outcomes-based, invoices are paid with agreed upon deliverables, and individual contracts will not exceed \$50,000.

Objectives

Healthy neighborhood business districts play a crucial role in the vibrancy of Minneapolis and are critical to the overall health of the local economy. Neighborhood businesses are at the core of urban living and contribute to the City's quality of life. However, many business districts in Minneapolis face competitive challenges due to macroeconomic trends in retailing, real and perceived difficulties with parking and public safety, lack of information about local purchasing power and desired products and services, and little or no coordination of the mix of businesses. When business districts use multiple tools and tap a variety of resources, revitalization efforts are often successful. Each area is unique with its own set of opportunities and challenges and requires a customized approach. Through this Request for Proposals (RFP), the City's Great Streets Program provides grants for a wide range of activities with the overall goal of strengthening neighborhood business districts and building sustainable mechanisms for ongoing vitality and investment.

Eligible areas

Commercial corridors, commercial nodes, activity centers, and LRT station areas ([list of eligible areas](#)), as designated in the *Minneapolis Plan for Sustainable Growth* are eligible for the BDS program. See Exhibit C.

Proposals for programs or activities that address either the entirety of a designated commercial district are eligible, as are those that address business investment and economic vitality in multiple designated districts. Targeted segments of commercial areas are also eligible however, this program is not meant to support assistance to an individual property or development.

Prioritization

The City evaluates and prioritizes all of the commercial corridors, commercial nodes, LRT station areas, and activity centers. These geographically-defined areas are grouped into three categories (intervene, support, and monitor) based on several measures of economic health, need, and opportunity. Additional consideration will be given to applications for assistance in areas designated "intervene" and "support". See Evaluation criteria section below.

<u>Intervene</u>	Areas that are experiencing social and economic problems and have limited private sector interest in development and investment
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<u>Support</u>	Areas that have some private sector interest in development and business investment though with market, infrastructure or assembly barriers
<u>Monitor</u>	Areas that are experiencing very few social or economic problems and have strong market development activity

Eligible Activities

Activities are eligible if they support the economic vitality of an entire business district, not simply a single business or business type. This program is intended to be flexible and support a variety of business district revitalization strategies.

Eligible activities include, but are not limited to:

- market studies, trade area analyses, and shopper surveys (Note: see [market data reports](#) prepared by City staff. These reports and additional market data are available and customizable. The City will not support contracts that duplicate these data. Please contact Kelly Hoffman at 612-673-5079 to discuss potential market analysis proposals.)
- promotional initiatives such as coupon books and discount cards to encourage local shopping
- marketing and branding campaigns
- merchandizing assistance programs to area businesses
- networking opportunities for businesses
- workshops on specific topics of interest to businesses (e.g., using social media for marketing)
- business recruitment efforts

Capital expenditures (e.g. banners, street furniture, or artwork) as part of a district branding campaign are not eligible. However, design of these uses is an eligible use; your proposal must include information on *implementation and long-term maintenance funding*.

Other activities not eligible for these funds include financing for real estate development, physical improvements to a single property, or loans to businesses. See the City's Great Streets website (http://www.minneapolis.gov/cped/ba/cped_great_streets_home) for information on City assistance for commercial real estate development and business finance tools. Business technical assistance (business planning, financial analysis, legal and tax assistance, etc.) is no longer eligible through Great Streets Business District Support but through a new program without geographic limitations, expected in spring 2012. Events are not eligible. An event is defined as a one time occurrence that may or may not be designed to promote a business district. Examples include music festivals and art crawls. Ongoing promotional initiatives such as loyalty cards, marketing campaigns, and coupon books are eligible. If you have a question about whether or not what you would like to propose is eligible, contact Kelly Hoffman at kelly.hoffman@minneapolis.gov.

Applicants should be able to complete the activities within one year of executing a contract with the City. Contracts typically run from June to June.

Staff will prepare a Scope of Services based on your proposal. The Scope of Services is part of the contract and it will be based on your proposal. Please only include activities in your proposal that you are committed to doing through a contract with the City.

Proposal Submission and Deadline

Applicants must submit one unbound copy and five bound or stapled copies of the proposal and one electronic version. Proposals must be on standard 8½" by 11" paper with page numbers. All supporting documentation must be on paper no larger than 11" by 17". Proposals and supporting documentation must be submitted in a sealed envelope labeled "Great Streets Business District Support Proposal." The electronic version should be on a CD or jump drive (but not emailed). Faxed proposals will not be accepted. Submissions will not be returned.

Proposals shall be delivered to the City on or before:

Friday, February 10, 2012, 4:00 pm

To:

Contract Services

Department of CPED

105 Fifth Avenue South, Suite 200

Minneapolis, MN 55401

Attn: Kelly Hoffman

Proposals received after the deadline will not be accepted. It is neither CPED's responsibility nor practice to acknowledge receipt of any proposal. It is the responder's responsibility to assure that a proposal is received in a timely manner. Please make sure your proposal is complete.

RFP Inquiries

Prospective responders should direct questions in writing to the department contact person:

Kelly Hoffman

Email: kelly.hoffman@minneapolismn.gov

All questions are due no later than Tuesday, January 31, 2012. Questions will be answered in writing and posted on the CPED web site (http://www.minneapolismn.gov/cped/ba/cped_great_streets_home). The department contact cannot vary the terms of the RFP. **A pre-proposal meeting for both the BAAP and Great Streets programs will be held on Friday, January 27, 2012 from 9:00 – 10:00** at the Crown Roller Mill located at 105 Fifth Ave. South, Suite 200. Attendance is not required.

Proposal Contents

Proposals must include the following:

A **cover page** that includes the following information:

- Applicant's name, mailing address, and federal ID number.
- Contact person's name, title, phone number, and e-mail address.
- The Great Streets eligible area for which the work proposed covers and the categorization (intervene, support, or monitor). See Exhibit C for more information.
- Signature of an individual authorized to sign on behalf of the proposing organization. If a partnership or team is proposing, an authorized signature is required from each entity.

Provide written answers to the following questions. Please number your answers and provide succinct narrative to all of the questions. Be sure to review and address the evaluation criteria (listed on page 5) in your answers.

1. A **description of the activity** that clearly defines the nature and extent of the activities proposed, articulates the need for the proposed activity, and defines the objective of the proposed activity.
2. An **identification of the entities** that will be involved, including staff and consultants, a description of the roles they will play and a description of each of the entities' experience in conducting similar types of work.
3. A **description of the public benefits, specific expected outcomes, and deliverables** that will result from the activity. How will you measure success? What outcomes do you expect? **Be specific.** Your Scope of Services (Exhibit D) will be based on the narrative provided.

The more specific you are the easier and faster it will be to develop a Scope of Services. Examples of expected outcomes include: number of new businesses recruited, a marketing campaign planned or launched, a market study completed and how the information will be

used going forward, a business networking series completed and the number of attendees, etc.

4. A **project budget** including the total cost of the activity, funds requested from the Great Streets program, staff hours or consultant time and billing rate, other anticipated expenses, and funds or staff resources from other sources. **You must use the uniform budget attached as Exhibit B.** Administrative costs are eligible expenses but should not exceed 15% of the total project cost. If also applying for the Business Association Assistance Program, do not apply for funding for the same activity through both programs.
5. A **proposed timeframe** for the project, including any conditions that must be met before work can begin.
6. A description of **how businesses were engaged** in the formulation and review of this proposal and proposed in the implementation of project activities. Only letters of support included in the proposal will be accepted. Letters that are emailed or sent under separate cover will not be accepted.
7. If a Great Streets Business District Support grant was received in the past, describe how this proposal differs from the previous scope of work. If the proposed activities are a continuation of that work or advance another component of a larger project, program, or strategy, please explain how this activity fits within the larger context.

Your proposal must include an executed “Consent for Release of Response Data” form (Exhibit A), included in this RFP document. Proposals that do not include an executed “Consent for Release of Response Data” form and a uniform budget shall be considered incomplete. Omission is grounds for rejection of the entire proposal.

The contents of the proposal and any clarification to the contents submitted by the successful proposer may become part of the contractual obligation and be incorporated by reference into the contract between the proposer and the City.

Evaluation Criteria

In reviewing potential business district support contracts, the review team will consider the following criteria. The maximum score a proposal can receive is 100 points.

1. Priority Area: Is the business district in an area identified as a priority for City investment to catalyze revitalization? (up to 10 pts)
 - Intervene: 10 pts
 - Support: 5 pts
 - Monitor: 0 pts

2. Leverage: Do the City funds leverage other resources? Leveraged funds are those that are committed to the *specific activity that is the subject of this proposal* (up to 15 pts) (Question 4)
3. Impact and visibility: What is the magnitude of the anticipated project outcomes? Would the activity directly strengthen the economic vitality of the business district? Are the public benefits commensurate with the public investment requested? (up to 30 pts) (Questions 1,3,4)
4. Capacity: Does the organization and organization/consultant team have the experience and capacity to conduct the work proposed? If technical work is to be performed by a consultant, does the lead organization have the staff capacity to execute and manage a subcontract? (up to 20 pts) (Question 2)
5. Feasibility and readiness: Has a specific consultant been identified? Has a clear work plan been identified? Are other necessary resources committed?(up to 15 pts) (Questions 2,3,6,7)
6. Best Practices: Can this project be replicated in other areas? Are there “best practices” or “lessons learned” that will be transferrable? (up to 10 pts) (Questions 1,3,6,7)

In addition to these criteria, the City will consider the distribution of investments across eligible areas, Citywide. The City may, in its sole discretion, expand or reduce the criteria upon which it bases its final decisions regarding selection of which business district support activities to fund.

Review and Selection Process

A committee of City staff and partners in commercial revitalization will review proposals that have been received by the due date of Friday, February 10, 2012 and make a recommendation to the City Council for funding.

The City reserves the right to reject any or all proposals or parts of proposals, negotiate modifications to an entire proposal or specific components of the scope of work within a proposal to create a project of lesser or greater magnitude than described in this RFP or the submitted proposal.

Anticipated timeline

RFP Issued:	Friday, January 13,
2012	
Informational Meeting (BDS/BAAP):	Friday, January
27, 2012, 9:00 a.m.	
Deadline for written questions:	Tuesday, January 31,
2012	
Submission deadline for proposals:	Friday, February
10, 2012	
Staff evaluation of proposals:	March 2012
Recommendation to City Council CD Committee:	April 17, 2012
Final action by City Council:	April 27, 2012
Contracting:	May-September 2012

Contracts

BDS contracts are reimbursable performance-based contracts. Organizations with contracts will periodically submit invoices for payment for the delivery of outcomes in accordance with the terms of their contracts. During the contracting period, organizations will work with City contract managers to develop a Scope of Services (see Exhibit D). The Scope of Services will be the basis for contract payments. By signing the contract the organization is committing to **completion of all of the deliverables** in the Scope of Services.

Contractor may elect to receive an advance of no more than 10% of the total contract amount. The advance will be tied to specific contract deliverables and contractor will be required to demonstrate successful completion of the deliverable(s) tied to the advance.

City Contracting Requirements

City requirements vary depending on the type of assistance being provided. The following list may not be exhaustive.

- 1. Data Practices** – The recipient must agree to comply with the Minnesota Government Data Practices Act and all other applicable state and federal laws relating to data privacy or confidentiality and hold the City, its officers and employees harmless from any claims resulting from the recipient’s unlawful disclosure or use of data protected under state and federal laws.
- 2. Intellectual Property** – The recipient must agree to provide the City with the right to royalty-free, non-exclusive license to reproduce, publish or otherwise use and to authorize others to use any intellectual property created using the grant funds. Work covered by this provision shall include inventions, improvements, discoveries, databases, computer programs, reports, notes, studies, photographs, negatives, designs, drawings, electronic files, specifications, materials, tapes or other media.
- 3. Billboard Advertising** – Through Ordinance 109.470, City and City-derived funds are prohibited from use to pay for billboard advertising as a part of a City project or undertaking.
- 4. Conflict of Interest/Code of Ethics** – The recipient must agree to be bound by the City’s Code of Ethics, Minneapolis Code of Ordinances.
- 5. Hold Harmless** – The recipient shall agree to defend, indemnify and hold the City harmless from any and all claims or lawsuits that may arise from the recipient’s activities under the provisions of the Contract, that are attributable to the acts or omissions, including breach of specific contractual duties of the recipient or the recipient’s independent contractors, agents, employees or officers.

EXHIBITS

- A. Form of Consent for Release of Response Data
- B. Uniform Budget
- C. List of Eligible Areas and Categorization
- D. Scope of Services template

EXHIBIT A

Form of Consent for Release of Response Data

_____, 2012

City of Minneapolis
Department of Community Planning and Economic Development
105 5th Avenue S.
Minneapolis, MN 55401

Re: _____ Request for Proposals Consent for Release of Response Data

_____, on behalf of _____,
hereby consents to the release of its proposal in response to the Great Street Neighborhood
Business District Support Contracts Request for Proposals and waives any claims it may have
under Minnesota Statutes Section 13.08 against the City of Minneapolis for making such
information public.

By _____
Its _____

EXHIBIT B:

Uniform Budget – See attached spreadsheet

EXHIBIT C

Great Streets Eligible Areas

This is for informational purposes. Do not complete this form.

EXHIBIT D
Scope of Services

OBJECTIVES

List the objectives that will be achieved within the contract period.

OUTCOMES

List the specific outcomes that will be achieved within the contract period. Examples may be number of new businesses that open, number of loans packaged, number of businesses provided with technical assistance, marketing materials produced, window displays completed, etc.

DELIVERABLES

List the *specific* deliverables and the associated *dollar amount* that will be paid to the contractor that will serve as documentation that the agreed outcomes have been achieved and the objectives set forth in this document have been accomplished. Examples may be class roster, agendas, meeting notes, consultant's report, print materials such as brochures, etc.

REIMBURSEMENT

Contractor may elect to receive an advance of no more than 10% of the total contract amount.

Submit no more than one invoice per month. Invoice must include documentation (see DELIVERABLES).

Invoices should be for a minimum of 20 % of the total contract amount.

Include the contract number (C-) on **each** invoice.

Send each invoice to the City Contract Manager listed above by mail or email.

City Contract Manager:

(City Staff's Name)

105 5th Ave S, Suite 200

Crown Roller Mill

Minneapolis, MN 55401

612-673- phone

612-673-5113 fax

EQUAL OPPORTUNITY

The services provided by will be available without discrimination due to race, color, creed, religion, ancestry, national origin, sex, affectional preference, disability, or other handicap, age, marital status with regard to public assistance.

Commercial Corridors		Sector	Category
Chicago Ave	8th St S to Franklin Ave	DT	Intervene
Chicago Ave	8th St S to 2nd St S	DT	Monitor
Hennepin Ave - Downtown	Mississippi River to I-94	DT	Support
Nicollet Mall	Washington Ave to Grant St	DT	Monitor
Washington Ave	35W to 10th Ave N	DT	Monitor
Cedar Ave	35W to Hiawatha Ave (includes 7 Corners)	East	Intervene
Central Ave	15th Ave N to 31st Ave N	East	Support
Central Ave - South	University Ave SE to 8th St NE	East	Monitor
Hennepin Ave - East	Mississippi River to 6th St SE	East	Monitor
Riverside Ave	15th Ave S to Franklin Ave	East	Intervene
University Ave	23rd Ave SE to Emerald St	East	Support
Glenwood Ave	I-94 to Cedar Lake Rd	North	Support
West Broadway	Mississippi River to 26th Ave N	North	Intervene
Franklin Ave	Nicollet Ave to 30th Ave S	South	Support
Lake St - East	Mississippi River to Hiawatha Ave	South	Support
Lake St - Midtown	Hiawatha Ave to Pillsbury Ave	South/Southwest	Support
Excelsior Blvd	Lake St to 32nd St	Southwest	Monitor
Hennepin Ave - South	I-94 to 31st St S	Southwest	Monitor
Lagoon Ave	Dupont Ave S to Humboldt Ave S	Southwest	Monitor
Lake St - West	Pillsbury Ave to Abbott Ave	Southwest	Monitor
Lyndale Ave	Dunwoody Blvd to 31st St S	Southwest	Monitor
Nicollet Ave - South	Grant St to 32nd St S	Southwest	Support
Nicollet Ave - South border	58th St to 62nd St W	Southwest	Monitor

Activity Centers	Sector	Category
Mill District	DT	Monitor
Warehouse District	DT	Support
Cedar Riverside (includes 7 Corners)	East	Intervene
Central & Lowry	East	Support
Dinkytown	East	Support
East Hennepin	East	Monitor

Grain Belt Complex	East	Support
Stadium Village	East	Support
38th St LRT Station Area	South	Support
46th St LRT Station Area	South	Support
Chicago & Lake	South	Support
Franklin Ave LRT Station Area	South	Support
Lake St LRT Station Area	South	Support
50th & France	Southwest	Monitor
Eat Street (26th & Nicollet)	Southwest	Support
Lyn-Lake	Southwest	Monitor
Nicollet & Lake	Southwest	Support
Uptown	Southwest	Monitor

LRT Station Areas (1/2-mile radius)	Sector	Category
West Bank (Central Corridor)	East	Intervene
East Bank (Central Corridor)	East	Support
Stadium Village (Central Corridor)	East	Support
29 th Ave (Central Corridor)	East	Support
Cedar-Riverside (Hiawatha Line)	East	Intervene
Franklin Ave (Hiawatha Line)	South	Support
Lake St/Midtown (Hiawatha Line)	South	Support
38th St (Hiawatha Line)	South	Support
46th St (Hiawatha Line)	South	Support
50th St/Minnehaha Park (Hiawatha Line)	South	Monitor

VA Medical Center (Hiawatha Line)	South	Monitor
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Commercial Nodes	Sector	Category	Commercial Nodes	Sector	Category
42nd Ave N & Fremont Ave N	North	Support	13th Ave NE & University Ave NE	East	Support
42nd Ave N & Lyndale Ave N	North	Support	16th Ave SE & Como Ave SE	East	Monitor
42nd Ave N & Thomas Ave N	North	Support	22nd Ave NE & Johnson St NE	East	Support
44th Ave N & Penn Ave N	North	Support	29th Ave NE & Johnson St NE	East	Support
45th Ave N & Lyndale Ave N	North	Support	37th Ave NE & Central Ave NE	East	Monitor
Glenwood Ave N & Van White Blvd	North	Support	Lowry Ave NE & Marshall St NE	East	Support
Lowry Ave N & Emerson Ave N	North	Intervene	Lowry Ave NE & University Ave NE	East	Support
Lowry Ave N & Penn Ave N	North	Intervene	University Ave SE & Bedford St SE	East	Monitor
Plymouth Ave N & Penn Ave N	North	Intervene	25th St E & Bloomington Ave S	South	Intervene
West Broadway & Penn Ave N	North	Intervene	35th St E & Bloomington Ave S	South	Intervene
36th St W & Bryant Ave S	Southwest	Monitor	38th St E & 23rd Ave S	South	Support
36th St W & Lyndale Ave S	Southwest	Monitor	38th St E & 28th Ave S	South	Support
38th St W & Grand Ave S	Southwest	Monitor	38th St E & 42nd Ave S	South	Monitor
38th St W & Nicollet Ave S	Southwest	Support	38th St E & 4th Ave S	South	Intervene
40th St W & Lyndale Ave S	Southwest	Monitor	38th St E & Bloomington Ave S	South	Support
43rd St W & Nicollet Ave S	Southwest	Monitor	38th St E & Cedar Ave S	South	Support
43rd St W & Sheridan Ave S	Southwest	Monitor	38th St E & Chicago Ave S	South	Intervene
44th St W & France Ave S	Southwest	Monitor	38th St E & Minnehaha Ave S	South	Support
46th St W & Bryant Ave S	Southwest	Monitor	42nd St E & 28th Ave S	South	Monitor
46th St W & Nicollet Ave S	Southwest	Monitor	42nd St E & Bloomington Ave S	South	Support
48th St W & Nicollet Ave S	Southwest	Monitor	42nd St E & Cedar Ave S	South	Monitor
50th St W & Bryant Ave S	Southwest	Monitor	46th St E & Bloomington Ave S	South	Monitor
50th St W & Penn Ave S	Southwest	Monitor	48th St E & Chicago Ave S	South	Monitor
50th St W & Xerxes Ave S	Southwest	Monitor	50th St E & 34th Ave S	South	Monitor
54th St W & Lyndale Ave S	Southwest	Monitor	50th St E & Hiawatha Ave S	South	Monitor
54th St W & Penn Ave S	Southwest	Monitor	52nd St E & Bloomington Ave S	South	Monitor
58th St W & Lyndale Ave S	Southwest	Monitor	54th St E & 34th Ave S	South	Monitor
60th St E & Nicollet Ave S	Southwest	Monitor	54th St E & 43rd Ave S	South	Monitor
60th St W & Penn Ave S	Southwest	Monitor	54th St E & Chicago Ave S	South	Monitor
Nicollet Ave S & Diamond Lake Rd	Southwest	Monitor	54th St E & Minnehaha Ave S	South	Monitor

Penn Ave S & Cedar Lake Rd S	Southwest	Monitor	56th St E & Chicago Ave S	South	Monitor
			60th St E & Portland Ave S	South	Monitor
			Cedar Ave S & Minnehaha Pkwy	South	Monitor