

What forms of mitigation should METRO provide during construction?

Phase construction in short segments



Temporary pedestrian access



Temporary driveways and temporary signage for businesses and wayfinding



Single Point of Contact, 24-hour construction hotline, and stakeholder storefronts



09/25/02 10:00 AM
Letter to Small Business Owners
 Metropolitan Transit Authority
 200 Main
 P.O. Box 6426
 Houston, Texas 77266-1426
 Phone: 713.739.4400 www.metro.texas.gov
METRO Board of Directors
 David S. Wolf, Chairman
 Gerald B. Smith, Vice Chairman
 James L. Ferguson, Secretary
 George A. Dabrowski, III
 James Davis, II
 Cameron Olin
 Robert Orsag
 Louise T. Korman
 C. Jeff Rosen, III
 President & Chief Executive Officer
 Peter J. Miller
 July 26, 2006

Dear Business Owner:

We know there are real concerns about building light rail adjacent to businesses. We are working hard to address these concerns on all of the proposed corridors. Lessons were learned from the construction of the Main Street rail line and we know we can do better building the next METRO Solutions alignments with:

New Techniques:

- building the line in segments to get in and out faster
- off-site fabrication of materials for faster on-site assembly
- maintain easy access to businesses
- provide "open for business" and directional signage
- keep sidewalks accessible

Also, we are developing a program to offer assistance to small business owners during the construction phase. The concepts we are reviewing include the following:

New Ideas:

- financial assistance programs
- linking contractor bonuses to minimized construction impacts
- marketing programs for businesses along the rail line
- business owner advocate with direct access to the project manager
- 24-hour construction hotline

Attached are examples of these ideas and how they have been implemented successfully in other cities. Please take a moment and let us know which of the above concepts you would be most interested in. If there are other concepts you would like us to consider, please tell us about those as well. You can reach us at (713) 739-6238 or send an email message to smallbiz@metro.texas.gov.

METRO Solutions Project Team

DECISION WILL BE MADE BY:
METRO
DECISION TIME:
THIS YEAR

METRO has already taken substantial steps to mitigate the interruptions to businesses and communities that may take place during construction of the new light rail lines



What forms of mitigation should the City provide during construction?

Short Term Loans

The City of Houston could set up a short-term business interruption fund for businesses impacted by construction activities. Several other cities that have built recent light rail lines have adopted such an approach, although there are important differences in who administers the loans and for what they can be used. Some programs are run through Community Development Corporations, but funded by the City.

INTERSTATE AVENUE BUSINESS SUPPORT LOAN PROGRAM
For Interstate Avenue Businesses Affected By MAX Construction

Partners in progress
Tri-Met has teamed up with Cascadia Revolving Fund, a private non-profit community development financial institution, and the Portland Development Commission, to provide financial help to Interstate Avenue businesses affected by MAX light rail construction. Cascadia Revolving Fund provides low-interest loans and business consulting to Interstate Avenue businesses that can demonstrate construction has affected their revenues.

Bridge the financial gap during construction
Cascadia Revolving Fund's low-interest loans are designed to help businesses bridge the gaps between revenues and expenses during MAX construction. Cascadia also will offer technical assistance in

Cascadia Revolving Fund
PDC
TRI-MET

reviewing a business' financial health and eligibility. If appropriate, a Cascadia representative will assist in preparing the loan application. A business may also choose to use the loan to take advantage of improved market opportunities resulting from light-rail completion.

Low-Interest, special terms

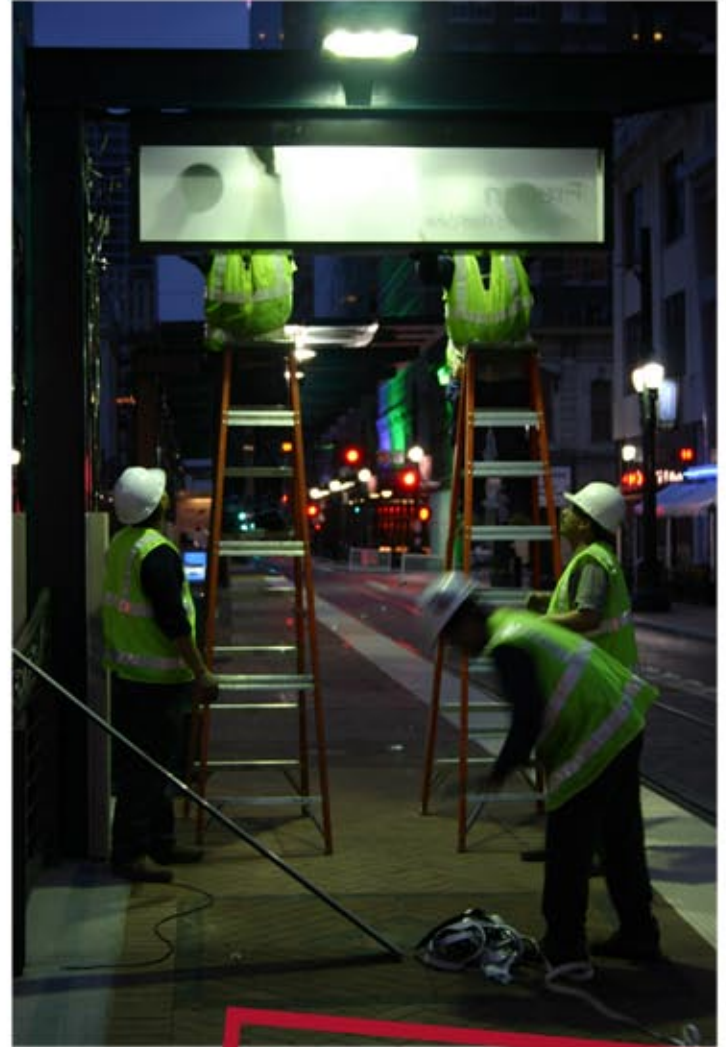
- Non-revolving line of credit, converting to an amortized term loan
- Loans range from \$5,000 to \$25,000
- Rate of interest is 3% fixed
- 2% loan fee — may be financed in the loan
- During first year, borrower only pays interest on the amount owed
- After first year, the loan is fully amortized over 7 years
- Flexible requirements for collateral
- Available to businesses with a North Interstate Avenue address

On-going support
Cascadia's assistance extends beyond the loan application. As a member of the community, Cascadia is committed to helping businesses use the loan to their best advantage. On request, borrowers can receive on-going consultation on business practices such as finance, accounting, marketing, personnel and general management issues. By loaning the needed funds and helping business owners maximize them, Cascadia Revolving Fund is your partner in progress.

Next steps in applying for a loan
For more information, contact Michael Harris, Cascadia Revolving Fund at 503-235-9635 or Tri-Met community relations representative Greg Wolley at 503-962-2253.

Allow 24-Hour Construction

There may be portions of the new lines that could be built with crews working 24-hours a day to expedite construction. The City would have to allow this, but it may help shorten the impact.



Promote affected businesses

Many cities have set up programs to help businesses that may lose customers during construction, such as running an advertising campaign or encouraging city employees to patronize affected businesses.

**DECISION WILL BE MADE BY:
CITY OF HOUSTON**

**DECISION TIME:
THIS YEAR**

Benefit your business
This workshop provides an efficient way for you to learn about the MAX program. You will receive information on how to apply for the program, the benefits of the program, and how to get started. The program is open to all businesses along the Interstate Avenue corridor.

Register Today!
Call Tri-Met at 503-962-2253 to register for the free workshop. The workshop is held on Thursday, May 16, 2002, from 10:00 a.m. to 12:00 p.m. at Kaiser Permanente Town Hall, 3754 N Interstate Avenue, Conference Rooms A & B.

MAXimize Your Business
Participate in the MAX program to receive special benefits for businesses along Interstate Avenue.

Thursday, May 16, 2002
10 to 12 pm
Kaiser Permanente Town Hall
3754 N Interstate Avenue
Conference Rooms A & B

INTERSTATE AVENUE is open for business!
TriMet programs & policies to support Interstate Ave. businesses

- How to work with TriMet
- Information for customers
- Business assistance support
- Full-page advertisement featuring photos of Interstate Ave. businesses
- "Open for Business" program
- Other special programs

Interstate Avenue Business Support Program

Background
The Interstate Avenue Business Support Program (IABSP) was created to help businesses along Interstate Avenue during construction. The program provides financial assistance, technical support, and marketing assistance to businesses affected by construction.

Marketing & technical support
The IABSP provides marketing assistance to businesses affected by construction. This includes full-page advertisements, technical support, and other resources.

Low Interest Loans
Cascadia Revolving Fund, along with program partners, provides low-interest loans to businesses affected by construction.



How else can businesses be helped during construction?

Promote businesses

Facilitate private improvements

Bringing it to the bottom line!



Remember, business is always on the line. It's not just about the money, but about the relationships you build. It's not just about the products you sell, but about the service you provide. It's not just about the customers you serve, but about the community you belong to.

Our friends also go on to make a difference in their lives. It's not just about the money, but about the relationships you build. It's not just about the products you sell, but about the service you provide. It's not just about the customers you serve, but about the community you belong to.

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Tuesday Nights Out are a fun way to support Richmond!

The newly developed building along Richmond Avenue is a big part of making our downtown, safer, better, and business place neighborhood. It's a place where you can find everything you need for your business, from office supplies to food and drink. It's a place where you can find everything you need for your business, from office supplies to food and drink.

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TriMet programs & policies to support Interstate Ave. businesses

- One-on-one contacts with businesses**
 - A dedicated TriMet staff plus construction
 - Daily business information sessions
 - Information to address (on-site) needs
- Community relations staff with community connections**
 - All TriMet staff plus all program coordinators
 - TriMet program staff for in- or out-of-office construction
 - Highly diverse
- 24-hour construction hotline**
 - Answered by operators day and night
 - Community Relations staff available by pager
 - 24-hour emergency hotline
 - Over 20 staff construction staff available on-site
- Construction schedule minimizes length of disruption in front of businesses**
 - Construction in "blocks" (about 4 blocks long)
 - Each phase of construction completed in one block before moving on to the next
 - About 4 weeks per block to install water and sewer
 - Some "shovel-ready" if you're in phase of construction
- Access into business provided at all times**
 - While road into parking, pedestrian walk into business
 - Sidewalk (curb) reconstruction scheduled to avoid business hours (including before/after business hours when possible)
 - At least one sidewalk open at each block at all times
- Signs**
 - Special "Open for Business" signs, banners
 - Directional signs
- Information for customers**
 - Flyers showing that the parking area located at business
- Business association support**
 - Monthly meetings (open space, coffeehouse)
 - Monthly newsletter (independently produced, TriMet plan and staff)
- Full-page advertisements featuring groups of Interstate retail businesses**
 - All areas of the business district covered
 - Business groups' geographic diversity
 - Used to coincide with construction blocks of business
- "Open for Business" program**
 - TriMet Marketing (advertising campaign)
 - Doing business on business' promotional print to reach to 10,000 homes in North Portland
 - Flyers for business advertising agencies, etc. direct mail or hand-delivered to commercial blocks
 - Flyers for business advertising agencies, etc. direct mail or hand-delivered to commercial blocks
 - TriMet gives away monthly passes to visitors of nearby shopping from those with overnight business receipts - targeting neighborhood associations, business organizations, etc.
 - Ask on-line with campaign theme & information
 - TriMet launched a weekly Lunch Bus taking people from TriMet facilities and other partner agencies to business support
 - Business directory on TriMet website as well as direct mailings to promote business
- Other special programs**
 - Project announcements via TriMet website, business directory, signage, signs, etc. (including business support)
 - TriMet program media kit (businesses to use for press releases, including those decrease newspaper)
 - Consider TriMet participation in marketing TriMet program grants for interested business
 - Special events and other programs to increase business



Tice Industries, a manufacturing firm in the Oregon Convention Center URA, produces high-quality metal hardware and has been a family business in Portland since 1947.



Coordination between the City, METRO, utility companies, TIRZ's, and civic associations

Business assistance



Interstate Avenue Business Support Program

Background
When Interstate MAX construction began in November 2000, TriMet worked to minimize construction impacts by limiting construction activity in front of businesses, maintaining access and parking, providing Open for Business signs and creating a business directory.

Marketing & technical support
In October 2001, TriMet launched the second phase of the Business Support Program, providing businesses with technical assistance, and marketing and advertising support with the "Interstate Avenue is Open for Business" campaign. Ads promoting Interstate Avenue adored buses and shelters, and profiles of local businesses were published in neighborhood newspapers. Two direct mail pieces listing all retail businesses along Interstate Avenue were sent to 16,000 homes. TriMet also worked with its partner agencies—City of Portland and Portland Development Commission (PDC)—to provide loans and technical assistance to businesses.

Lunch Bus
An innovative approach to bringing customers to Interstate Avenue businesses, the Lunch Bus, took groups of people to restaurants and on a tour of the line. More than 1,600 people have visited restaurants and Interstate Lanes bowling alley, spending \$11,600.

Low-interest loans
Cascadia Revolving Funds, along with program partners PDC and TriMet, established \$300,000 in low-interest loans for qualifying businesses. Terms included a three percent fixed interest rate for eight years, with interest-only payments for 12 months. The loans bridged disruption in business revenues and helped businesses prepare for improved market conditions when MAX opens. To date, Cascadia has dispersed \$265,000 in 15 loan applications; 12 were minority and/or women-owned businesses.

On-site technical assistance
TriMet funded technical assistance staff from Cascadia Revolving Fund to work with Interstate Avenue businesses. Between January 1, 2002, and July 31, 2003, Cascadia provided 720 hours of personalized technical assistance to 49 businesses. More than half were minority-owned firms.

Storefront improvement grants
This PDC grant program assisted property and business owners in rehabilitating their storefronts. TriMet community outreach coordinators helped business owners through the process of obtaining rehabilitation work. To date, 18 businesses received grants, including nine minority and women-owned businesses.

Free business workshops
Two workshops were held for businesses along the Avenue afterword:

- **MAXing Your Business, May 2002**
TriMet teamed up with Cascadia Revolving Fund, the University of Portland's Center for Entrepreneurship, the Interstate Avenue Association and PDC to help businesses position themselves for success on the new light rail line. Sixteen business owners took advantage of the one-on-one mentoring from area business leaders and learned tools to grow their businesses.
- **Interstate Avenue Development Workshop, June 2003**, helped 17 businesses explore possibilities for redeveloping their property.

Contractor incentives & guidelines

Contractor Incentives for Interstate MAX (See Section 19 A-9)

The guidelines are provided for the City of Portland, the University of Portland, the University of Oregon, and the University of Southern California. The guidelines are provided for the City of Portland, the University of Portland, the University of Oregon, and the University of Southern California.

1. GENERAL GUIDELINES FOR CONTRACTORS

- 1.1 General phases of construction**
 - 1.1.1 Construction of temporary structures
 - 1.1.2 Construction of permanent structures
 - 1.1.3 Construction of permanent structures
 - 1.1.4 Construction of permanent structures
 - 1.1.5 Construction of permanent structures
 - 1.1.6 Construction of permanent structures
- 1.2 Signs and notices**
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 - 1.2.4 Signs and notices
 - 1.2.5 Signs and notices
 - 1.2.6 Signs and notices
- 1.3 Backlog/hold time**
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DECISION WILL BE MADE BY:
EVERYONE
DECISION TIME:
THIS YEAR

