DESTINATION MEDICAL CENTER CORPORATION

RESOLUTION NO. 201-2026

A RESOLUTION AUTHORIZING USE OF UNALLOCATED LINK BRT PROJECT CONTINGENCY FUNDING (BUSINESS FORWARD)

The following Resolution was offered by Kim Norton, seconded by Mark Thein.

BACKGROUND RECITALS

A. Pursuant to Resolution No. 156-2024, the Destination Medical Center Corporation (the "**DMCC**") approved general contingency funding (the "**Contingency Funding**") for the Link Bus Rapid Transit project and criteria for the preservation and use, approval, and reporting of the Contingency Funding (the "**Original BRT Contingency Criteria**").

B. Subsequently, the DMCC approved an increase in the Contingency Funding pursuant to Resolution No. 174-2025 and approved revisions to the Original BRT Contingency Criteria (the "**BRT Contingency Criteria**") pursuant to Resolution No. 181-2025.

C. The Destination Medical Center Economic Development Agency (the "**EDA**") and the City of Rochester (the "**City**") staff recommend authorization for the use of unallocated Contingency Funding, pursuant to the BRT Contingency Criteria, in such amount set forth in the request attached hereto as **Exhibit A** (the "**Contingency Funding Use Request**"), to be used towards Business Forward costs.

D. The Staff of the City and the EDA requests that the DMCC approve the Contingency Funding Use Request.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED, by the DMCC Board of Directors, that the DMCC approve the Contingency Funding Use Request based on the following conditions:

1. Use of the Contingency Funding shall be in strict compliance with all requirements set forth in the BRT Contingency Criteria.

2. The scope of approval of the Contingency Funding Use Request is limited to that set forth in the Contingency Funding Use Request attached hereto as **Exhibit A**.

3. Any modification to the Contingency Funding Use Request will be subject to subsequent approval by the DMCC.

BE IT FURTHER RESOLVED, that the Chair or the Treasurer of the DMCC is authorized and directed to transmit this Resolution to the City and to take such actions as are necessary and appropriate to effectuate the findings and approvals of this Resolution.

The question was on the adoption of the Resolution and there were 8 YEAS and 0 NAYS, as follows:

BOARD OF DIRECTORS
Destination Medical Center Corporation

	YEA	NAY	OTHER
Douglas M. Baker, Jr.	X		
Kristin Beckmann	X		
Peter Frosch	X		
Kim Norton	X		
Randy Schubring	X		
Mark Thein	X		
Pamela Wheelock	X		
Paul D. Williams	X		

RESOLUTION ADOPTED on September 24, 2026.

ATTEST: Pamela A. Wheelock
Pamela Wheelock, Chair
Destination Medical Center Corporation

EXHIBIT A

LINK BRT BUSINESS FORWARD CONTINGENCY USE PROPOSAL

SEPTEMBER 2026

Request of the Board

Authorize an additional $500,000 to support Business Forward activities for the Link BRT project from approved contingency funds.

Project Background

At more than $173 million, Link BRT is the largest and highly complex public infrastructure project in Rochester's history, extending 2.8 miles through the heart of the community and connecting neighborhoods, businesses, government, medical and educational institutions, and an abundance of cultural and entertainment establishments. Given the scale of the project and the intensity of construction along this important corridor, the City understood from the outset that construction would create significant challenges for businesses along the corridor and intentionally included Business Forward resources as one tool to help mitigate those impacts. Unlike a traditional business assistance strategy focused primarily on growth or customer acquisition, Business Forward during major construction is first and foremost a business preservation strategy, focused on minimizing disruption to the best extent possible, maintaining access and visibility, and helping businesses retain their existing customer base until normal conditions return.

Now, with the project more than halfway complete and experiencing some of its most significant construction impacts, we recognize that we have learned a great deal from both the businesses along the corridor and the strategies implemented to date. Some efforts have been effective, while others have not delivered the level of impact we intended or hoped for, and there are things we would approach differently based on what we know today. As we enter the next phase of construction, we want to listen more closely to impacted businesses, build on what has worked, be candid about what has not, and use those lessons to more thoughtfully and effectively direct the remaining and proposed additional Business Forward resources through the remainder of construction and the transition to BRT service. The following is a look back on the Business Forward efforts to date and considerations for continuing the effort through the project completion date in fall 2027.

Project or Program Baseline

Business Forward is a framework designed to enhance mitigation strategies for the unintended negative impacts of construction on businesses. By prioritizing proactive relationship-building and responsiveness to business needs, it fosters long-term trust among government agencies, construction teams, and local businesses. Business Forward is supporting 95 businesses along the 2nd Street corridor.

The current total business forward project budget for the Link project is $350,000. The project is 56.5% complete and approximately $231,000 (66%) of this funding has been expended.

Investment to date:
Budget: $350,000
Expenditures to date: $231,000
Remaining Balance: $119,000

From fall 2025 through August 2026, Business Forward supported businesses along the 2nd Street corridor through direct engagement, construction coordination, and customer-focused marketing and mitigation. Funding followed the construction schedule. Work began in several targeted areas in fall 2025, paused during the winter, and expanded across the corridor in spring and summer 2026. As overlapping construction and traffic shifts increased impacts to access, parking, visibility, and navigation, Business Forward support expanded accordingly.

Early investments focused on business outreach, impact assessment, and mitigation planning. As construction intensified, funding shifted toward promotions, customer incentives, digital outreach, signage, and other visibility and traffic-generation strategies. This phased approach allowed resources to respond to changing conditions and varying levels of business disruption.

The investment was organized into two primary categories: 1) Business Support and Business Engagement and 2) Marketing, Promotion and Construction Mitigation Experience. The first category created the relationship and problem-solving infrastructure needed to identify impacts, communicate schedule changes, coordinate with the construction team, and develop business-specific responses. The second category translated those needs into customer-facing strategies that helped people find, access, and continue patronizing corridor businesses. Both categories are important: engagement ensures resources respond to actual conditions, while marketing and mitigation help reduce the customer-facing effects of construction. Below is a summary for each category:

<u>Category 1 – Business Support/Business Engagement</u>
Investment to date: $191,368

Summary of key outcomes
Business Support and Business Engagement represented the largest portion of the initial Business Forward investment because we recognized that effective construction mitigation begins with understanding the individual and changing impacts businesses are experiencing. The intent of this investment was to create consistent, direct connections with corridor businesses; provide timely information about construction activities; identify access, visibility, parking, and other concerns as they emerged; and create a pathway to bring those concerns back to the project team for resolution or mitigation where possible. This engagement was also intended to inform the broader

Business Forward strategy by helping the City and its partners better understand where additional marketing, promotion, customer traffic, or other mitigation efforts could be most helpful.

Zan Associates provided dedicated corridor outreach, construction-impact coordination, and direct business support. Storefront Mastery consulted with 30 businesses to identify impacts and develop business-specific solutions. The broader outreach program included an average of approximately 25 business visits per week, biweekly virtual What's Next on the Link Corridor meetings, ongoing staff meetings and construction coordination, and temporary food-pickup parking spaces installed at no cost.
Results were tracked through consultant deliverables and invoices, businesses contacted or consulted, weekly outreach activity, meeting participation, business issues and requests received, mitigation strategies implemented, follow-up activity, and qualitative feedback from businesses. This tracking showed the reach of the engagement effort and whether concerns were translated into practical responses, although it did not consistently measure changes in sales or customer traffic.

What we learned from this investment:
Dedicated outreach and one-on-one support are valuable because construction impacts differ by business and can change quickly as work progresses. Regular contact helped surface access, parking, visibility, and communication concerns and created a direct path to the construction team. One of the most important lessons from this investment was the timing of consultant resources. While the consultants provided valuable content, expertise, and opportunities for individualized assistance, they were engaged before the most disruptive construction period, when many businesses were not yet experiencing significant impacts at their doorstep. As a result, business participation and sign-up for some of the available services was lower than anticipated, likely reflecting that businesses had other, more immediate priorities and were not yet ready to focus on construction mitigation. As impacts have intensified, we have seen that businesses are more engaged and better positioned to identify the specific challenges they are experiencing and the types of assistance that may be most useful. Going forward, consultant and other specialized resources should be more intentionally phased with the construction schedule and severity of impacts, supported by clear roles and escalation procedures, and paired with consistent issue tracking and follow-through.

Recommended/Not Recommended to continue: *Recommended*
Use of Funds: Please see Attachment A for spending detail.

Category 2 – Marketing, Promotion & Construction Mitigation Experience
Investment to date: $37,507.59

Marketing, Promotion and Construction Mitigation Experience investments were intended to help businesses remain visible and accessible to customers as construction changed normal travel patterns, parking, access, and the overall experience along the corridor. These efforts focused on reminding the community that businesses remained

open, helping customers navigate construction, and testing strategies to encourage continued visits and spending at businesses experiencing construction impacts.
The City and its partners used promotional materials, business signage, geomarketing through Google and Meta, event outreach, brochures and business coupons, and a $15,000 Neighborly voucher program to encourage purchases at corridor businesses. Rochester Local promoted corridor businesses through its 2026 summer guide and related digital placements. Paid social media also supported construction navigation and project updates.

Results were tracked through businesses participating, promotional materials distributed, voucher issuance and redemption information, digital impressions and engagement, event participation, and business feedback. Reported social media results included 45,133 impressions and 893 engagements for Navigate Construction Downtown; 217,084 impressions and 653 engagements for the 14th Avenue closure; and 54,691 impressions and 989 engagements for the 19th Avenue station poem.

What we learned from this investment:
Marketing and promotional efforts benefited from the City's ability to capitalize on relationships with well-established local multimedia firms that understand Rochester, its businesses, and the broader regional market. These partners provided access to established audiences and broad customer reach, both citywide and throughout the region—an important consideration given Rochester's role as a regional hub for employment, health care, education, shopping, dining, and entertainment. This local knowledge and established reach allowed Business Forward efforts to quickly connect construction messaging and business promotions with audiences already familiar with and traveling to Rochester.

Marketing and promotions are most useful when they are targeted to a specific construction impact, business audience, or customer action. Broad awareness metrics demonstrate reach but do not, by themselves, show whether activity generated visits or spending. The voucher program reinforced the need to simplify participation, coordinate promotion with businesses, and establish redemption and transaction reporting before launch.

Future investments should build on the value of these local and regional partnerships while placing greater emphasis on measurable outcomes and accountability for results. When contracting with marketing, multimedia, or promotional partners, the City should establish clear expectations at the outset for how the effectiveness of the investment will be tracked, measured, and reported. Depending on the strategy, measures could include customer redemptions, website or link activity, event participation, customer traffic, transactions generated, geographic reach, and direct business feedback. Where possible, contracted partners should be expected to provide regular reporting that goes beyond impressions and engagement and helps demonstrate whether a campaign influenced customer behavior or generated measurable activity for impacted businesses. This information will allow the City to evaluate strategies as they are implemented, make adjustments when results are not meeting expectations, and direct

future Business Forward resources toward approaches demonstrating the greatest benefit to businesses experiencing construction impacts.

Recommended/Not Recommended to continue: *Recommended*
Use of Funds: Please see Attachment A for spending detail.

Overall Learnings from Initial Business Forward Investment

The initial Business Forward investment provided a foundation of support for businesses impacted by Link construction and, equally important, provided valuable lessons that can inform how the remaining and proposed additional resources are deployed. Several businesses have announced a shift to a different business model or a potential closure and have directly attributed construction as a key factor. Business feedback, experience implementing the program, and results from the strategies used to date have:

- Reinforced the importance of timing, consistent communication, and individualized support when responding to construction impacts.
- Demonstrated that business needs evolve as construction progresses and that consultant and specialized business support resources are most effective when they are aligned with the timing, location, and severity of those impacts.
- Shown that even valuable resources may have limited participation if they are offered before businesses are experiencing the impacts or are ready to engage, reinforcing the need to better phase resources with the construction schedule.
- Demonstrated the value of leveraging established local and regional partners that understand Rochester and have existing relationships and broad audience reach.
- Reinforced that marketing reach and activity alone are not sufficient measures of success. Future investments should establish clearer outcomes and stronger mechanisms for tracking, measuring, and reporting whether strategies are influencing customer behavior and providing meaningful benefit to impacted businesses.
- Reinforced that Business Forward is most effective as a mitigation strategy for otherwise viable businesses navigating temporary construction disruption. While these efforts can help maintain visibility, access, customer connections, and traffic during construction, they cannot fully offset broader market conditions, changing consumer behavior, or other operational and financial challenges that may also be affecting an individual business.
- Highlighted opportunities to strengthen Business Forward's internal processes, including coordination, communication, issue tracking, escalation, follow-through, and the ability to adjust strategies as conditions and business needs change.

Moving forward, the goal is to identify and address business needs before they become crises while maintaining the flexibility to respond as construction conditions change. A dedicated business advocate has been added to the Link project to strengthen consistent communication, direct engagement, issue identification, and follow-through with businesses. The additional investment will build on the lessons learned to date by

more intentionally aligning resources with the timing and severity of construction impacts, coordinating with local and regional partners, establishing clearer expectations for measuring results, and maintaining flexible funding that can be directed toward the strategies demonstrating the greatest potential to support businesses through the remaining construction period.

Previous Additional Support (not Business Forward funding)

Recognizing the significant impacts of construction on downtown businesses, the City prioritized additional business support beyond the resources included in the existing Business Forward budget. The following summarizes the additional support and investments provided:

- Construction Impact Business Access Signage: Installation of business access signage at a cost of $43,444.
- Interim Wayfinding: More than $90,000 has been invested in wayfinding activities to help customers navigate changing construction conditions and maintain access to businesses.
- Interactive Construction Map: An online tool updated weekly to display closures, pedestrian routes, and bike routes sees over 1000 unique views per week.
- Kiosk map displays and new pedestrian wayfinding signage along 2nd St SW.
- A weekly Link BRT Newsletter: Integrating travel information into https://www.downtownrochesterconstruction.org/
- Promotional materials and Link BRT bus cutouts to increase visibility throughout the corridor at a cost of $7,020.
- A dedicated business advocate added by subcontractor Kimley-Horn to strengthen engagement and coordination with corridor businesses.
- Regular check-ins by the Link Construction Team
- Link or Treat, including event materials, equipment, rentals, and purchases from participating corridor businesses.
- Participation in community events, including Thursdays Downtown, STEM fair, Arbor Day, to maintain activity and visibility along the corridor to encourage foot traffic and customer activity.

NEW REQUEST:

Proposed Use of remaining and additional Business Forward funding:

Existing Business Forward balance: $119,000
Additional requested amount: $500,000
Recommended categories: 1) Business Support/Business Engagement and 2) Marketing, Promotion & Construction Mitigation Experience.

Continuing both categories is recommended because the remaining construction will create both business-specific operational needs and broader customer-facing impacts. Business Support and Business Engagement provides the direct relationships, schedule coordination, and flexibility needed to identify concerns early and tailor assistance to the type and severity of disruption. Marketing, Promotion and Construction Mitigation

Experience helps businesses remain visible, accessible, and connected to customers as traffic patterns and construction conditions change.

Experience to date shows that neither category is sufficient on its own. Engagement identifies the need; marketing and mitigation turn that information into practical customer-facing support. Maintaining both categories will allow the City to move from reactive assistance toward earlier, more coordinated intervention while scaling resources as construction impacts increase or shift. The recommended funding preserves flexibility to support corridor-wide strategies while also responding to individual businesses facing more significant or prolonged disruption.

Category 1 – Business Support/Business Engagement
Recommended funding allocated from existing balance: $60,000
Recommended funding allocated from additional request: $300,000
Use of Funds: Please see Attachment B for additional detail.

Purpose:

- Generate business traffic through targeted digital incentives to drive new and repeat customers to construction-impacted businesses, encourage additional spending, and measure the resulting business activity.
- Provide flexible funding to respond to individual business needs based on the type, duration, and severity of construction impacts. These supports will be focused on specific businesses' needs and tiered to the appropriate level of response required given the intensity and duration of disruption.

Performance Metrics:

- Businesses supported
- Business-specific strategies implemented
- Customer participation and redemptions
- Transactions/spending generated
- Business foot traffic
- Business feedback and reported impact
- Business retention

Category 2 – Marketing, Promotion & Construction Mitigation Experience
Recommended funding allocated from existing balance: $59,000
Recommended funding allocated from additional request: $200,000
Use of Funds: Please see Attachment B for additional detail.

Purpose: The additional funding will support flexible marketing, business traffic generation, and construction mitigation strategies tailored to the needs of the corridor and individual businesses.
Performance Metrics:

- Marketing reach and engagement
- Business participation
- Event attendance and engagement

- Customer traffic generated
- Community and business feedback

Project considerations guiding Business Forward funding:

The remaining Business Forward strategy will follow three construction phases. Through December 2026, resources will focus on managing significant roadway, access, and station-construction impacts. From January through March 2027, support will shift toward localized construction mitigation and business-specific needs. From April through September 2027, the emphasis will increasingly move from construction mitigation to BRT readiness, customer education, corridor activation, and opening support.

As part of this next phase, the City will continue direct outreach to impacted businesses to better understand their evolving needs and gather input and ideas on Business Forward tactics that may be most helpful. The Business Forward Disruption and Response Matrix will provide a framework for those conversations by helping align potential strategies with the type, duration, and severity of construction impacts. Business input will help inform the strategies pursued, recognizing that the use of Business Forward resources must remain consistent with eligible funding purposes and applicable local, state, and federal funding requirements.

Funding, staffing, and specific tactics will remain flexible so the response can adjust as construction locations, timing, business needs, and impacts change, while allowing the City to direct resources toward approaches that are both compliant and most likely to provide meaningful support during the remaining construction period.

September through December 2026
Work during this period includes roadway, bridge, and station construction, with localized lane and access changes continuing throughout the corridor. The most significant impacts are expected near 19th Avenue, the Saint Marys campus, and 1st Avenue.

Near-term construction: Highway 52 bridge construction shifts to the north side beginning September 21 and is expected to continue for approximately eight weeks. Lane closures are also anticipated between Broadway Avenue and 3rd Avenue for station work. By mid-November at least one traffic lane is expected to be open in each direction on 2nd Street SW from the West Transit Village through the Saint Marys campus.

December: One traffic lane is expected to be open in each direction from the West Transit Village to Broadway Avenue. This work is being coordinated with Mayo Clinic's project at 5th Avenue. By late December the West Transit Village is expected to become operational, initially serving Rochester Public Transit fixed route 1050.

Business Forward focus: Business Forward resources during this phase will support frequent business communication, access and visibility mitigation, targeted promotions, and rapid response to localized impacts. As the remaining scope and support needs are refined, additional staffing, such as consultant assistance or a limited-term position, may be recommended to maintain consistent outreach, implementation, and follow-through.

January through March 2027
Construction impacts are expected to become more localized as major roadway work is completed and remaining station, utility, streetscape, and related work advances. Business Forward will continue direct outreach, monitor winter access and visibility conditions, update wayfinding and communications, and provide targeted assistance based on the duration and severity of individual business impacts. This phase will also be used to reassess needs and prepare businesses for spring construction and the transition toward BRT opening.

April through September 2027
As construction moves toward completion, Business Forward will increasingly support the transition from construction mitigation to BRT readiness and corridor activation. Work will include continued response to localized construction and punch-list impacts, business and customer education, coordinated promotions and events, station-area activation, and communications that encourage the community to return to and explore the corridor. Support will remain available for businesses experiencing extended impacts while the broader campaign shifts toward preparing for and embracing Link BRT service.

Compliance

The City maintains a rigorous financial oversight and compliance process for Business Forward expenditures to ensure that all funds are used for eligible purposes and in accordance with applicable local, state and federal laws, including requirements associated with State DMC funding. Business Forward funding is used to support strategies and initiatives that promote, highlight, and help drive customers and visitors to businesses impacted by construction. Funding is not provided directly to individual businesses to support or subsidize their operating expenses.

Dedicated project and Finance staff have primary responsibility for monitoring expenditures and funding eligibility throughout implementation. When a new or unique expense is proposed and eligibility is uncertain, the project manager consults with Finance before the expense is incurred; when additional guidance is needed, Finance coordinates with DMC staff and/or DEED auditors to confirm eligibility. In addition, the project manager meets monthly with Finance staff and the City's FTA grant manager to review project expenditures and confirm appropriate funding and compliance. The City's Finance Director, who also serves as Treasurer for the DMC EDA, provides an additional level of financial oversight and guidance regarding the appropriate use of DMC and Business Forward funds. Finally, all DMC expenditures are provided annually to DEED auditors, who select expenditures for additional review, including review of supporting invoices to confirm eligibility. Together, these controls provide multiple levels

of review and accountability to ensure Business Forward investments are appropriately documented, eligible, and compliant with applicable funding requirements.

Risk to scope, Budget, Timeline, or Delivery

- Construction timelines: Changes, delays, or accelerated schedules may affect when and how Business Forward strategies can be implemented.
- Partner activation: The availability, capacity, and ability of project and community partners to participate may affect the scope and timing of support.
- Business participation: Businesses may have varying levels of interest, capacity, or willingness to participate in Business Forward activities and opportunities.
- Business needs: Emerging or changing construction impacts may create needs that differ from those initially anticipated.
- Public sentiment and discourse: Community sentiment and ongoing public discussion about construction may influence business participation, customer behavior, and perceptions of the project.
- Coordination: Multiple organizations and project partners must remain aligned to ensure consistent communication and avoid duplicating or conflicting efforts.
- Adaptability: Because Business Forward is designed to respond to individual and evolving business needs, the specific tactics and allocation of resources may change throughout implementation.

Attachments / Exhibits

Attachment A – Breakdown of Business Forward Expenditures thru September 2026
Attachment B – Proposed Use of Additional Business Forward Funding

ATTACHMENT A

Business Forward Expenditures thru September 2026

Business Support and Engagement

- Consultant Services (complete)
  - Zan Associates contract for $138,075 provided dedicated business outreach, construction impact coordination, and direct support to businesses along the corridor.
  - Storefront Mastery contract for $53,293 provided direct business engagement with 30 businesses to identify construction impacts and develop business-specific solutions during construction.
- Business-specific Support and Outreach: Staff conducted ongoing meetings with businesses to discuss construction schedule and mitigation needs.
  - Business Outreach:
    - On average 25 business visited each week
    - Bi-weekly “What’s Next on the Link Corridor” virtual public meetings
    - Food pick-up temporary parking spots installed for food service establishments were established at no cost.
  - Promotional Materials: Materials were created to increase visibility throughout the corridor at a cost of $1,012.
    - Business signage
    - Geomarketing (Google ads and Meta ads)
    - Events booth
    - Brochures & Business Coupons
  - Business Voucher Program: A voucher program with Neighborly was created to promote purchases as businesses in the corridor at a cost of $15,000.
  - Additional construction-related improvements and enhancements were identified in response to business feedback.

Marketing, Promotion & Construction Mitigation Experience

- Rochester Local: A contract with Rochester Local for $20,925 promoted corridor businesses through the Online 2026 Guide to Summer. This included a title sponsorship which featured graphics, newsletter, homepage slider placement, images with links.
- Social Media: Paid social media advertising and other targeted promotional materials were also provided at a cost of $570.
  - Navigate Construction Downtown
    - Impressions: 45,133
    - Engagement: 893
  - Link closure 14th Ave
    - Impressions 217,084
    - Engagement 653
  - Link 19th Station poem
    - Impressions 54,691
    - Engagement 989

ATTACHMENT B

Proposed Use of Additional Business Forward Funding

As previously noted, unlike a traditional business assistance strategy focused primarily on growth or customer acquisition, Business Forward during major construction is first and foremost a business preservation strategy, focused on minimizing the impacts of disruption, maintaining access and visibility, and helping businesses retain their existing customer base until normal conditions return.

As the Link project moves into its next phases of construction, the City and its partners are developing a more structured framework to guide the deployment of Business Forward resources based on the type, duration, and severity of disruption experienced by individual businesses. This framework will include a decision-making matrix that aligns varying levels of construction impact, such as sidewalk, roadway, access, or front-door closures lasting from a week to several months, with an escalating range of Business Forward strategies and resources.

The framework will also be informed by lessons learned from prior Business Forward investments, including which strategies have been most effective, as well as ongoing feedback from businesses about their needs and the types of support that may be most helpful as construction conditions change. Generally, the greater and more sustained the disruption, the greater the level of intervention that may be warranted. This approach is intended to help triage impacts and deploy limited resources where they can have the greatest effect.

Business Support/Business Engagement investment strategies:

Marketing, Promotion & Construction Mitigation Experience investment strategies:

Business Forward Disruption & Response Matrix

Level of Disruption	Disruption Example	Possible Business Forward Strategy	Outcomes Measured
Level 1 – Minor Funding cap per incident:	Short-term sidewalk or localized access disruption lasting **less than 1 week**; business remains readily accessible.	• Additional/modified wayfinding and business access signage • Advance notice to impacted businesses • Notice in weekly construction update/newsletter • Social media and communications support, as appropriate	
Level 2 – Moderate	Sidewalk closure, parking/loading	**Level 1 strategies, plus:**	

Funding cap per incident:	disruption, or partial access restriction lasting **1–4 weeks**; customer access remains available but is less convenient or visible.	• Enhanced business-specific signage and wayfinding • Targeted social media/digital promotion • Temporary customer pick-up/loading solutions where feasible • Business-specific communications and construction coordination • Increased direct outreach/check-ins	
Level 3 – Significant Funding cap per incident:	Sidewalk closure or significant access disruption lasting **30–60 days**, or a roadway closure that materially changes customer access, parking, visibility, or circulation.	**Levels 1–2 strategies, plus:** • Targeted/geofenced digital advertising • Business-specific promotions or customer incentives • Collaborative/corridor promotions • Customer re-engagement strategies • Individual consultation to identify mitigation needs • Enhanced temporary placemaking or corridor activation	
Level 4 – Major Funding cap per incident:	Extended sidewalk and/or roadway closure lasting **more than 60 days**, substantial loss of nearby parking, or construction conditions that significantly impair visibility and convenient customer access.	**Levels 1–3 strategies, plus:** • Customized business preservation plan • Enhanced digital incentives, vouchers, gift-card promotions, or loyalty strategies • Professional marketing assets such as photography, video, or digital profiles • Special events or activations designed to generate customer traffic • More intensive one-on-one business assistance • Coordinated deployment of partner resources	
Level 5 – Severe/Critical Funding cap per incident:	**Road and/or intersection closure for more than 60 days**, prolonged front-door or primary access impacts, or a combination of construction	**All appropriate strategies from Levels 1–4, plus:** • Highest level of individualized Business Forward intervention • Customized package of marketing, customer retention,	

	conditions creating exceptional disruption to normal business operations and customer access.	access, visibility, and traffic-generation strategies • Expanded business-specific incentives and promotions • Intensive coordination among City, project team, DMC and community partners • Frequent reassessment of business conditions and adjustment of strategies as impacts evolve	

**Note: The matrix is intended as a decision-making framework rather than a prescriptive formula. The appropriate Business Forward response will consider the duration and severity of construction impacts, the unique circumstances of the affected business, lessons learned from previous Business Forward investments, available resources, and ongoing feedback from businesses. Not every strategy will be appropriate or necessary at every level, and strategies may be adjusted as construction conditions and business needs evolve.*