



Agenda
Housing, Urban Development & Zoning Committee
Regular Meeting
St. Louis Board of Aldermen
Tuesday, June 9, 2026 - 11:00 AM
Kennedy Room

President Megan Green
Alderwoman Shameem Clark-Hubbard, Chair
Alderwoman Alisha Sonnier, Vice Chair
Committee Members:
Alderman Shane Cohn
Alderwoman Anne Schweitzer
Alderman Michael Browning
Alderman Rasheen Aldridge

Order of Business

I. Call to Order

II. Roll Call

III. Approval of Minutes

Approval of the minutes from Tuesday, June 2, 2026, and Wednesday, June 3, 2026, committee meetings.

IV. Board Bills for Review

(The committee will discuss the following and take public comment on the following)

Item Number 1

Board Bill Number 22

Introduced by President Megan E. Green, Mayor Cara Spencer

An Ordinance recommended by the Board of Estimate and Apportionment appropriating the sum of two hundred and thirty million and 0/100ths dollars (\$230,000,000.00) of Rams Settlement Funds for deposit into various new special funds to rebuild North St. Louis from the May 16th tornado and decades of disinvestment, support infrastructure and neighborhoods citywide, and revitalize Downtown to increase revenue for the entire city with amounts as described herein; and containing a severability clause and an emergency clause.

V. Resolutions for Review

None

VI. Committee Discussions

None

VII. Acknowledgment of Any Written Testimony

VIII. Announcements

IX. Excused Members

X. Adjournment

Summary
Board Bill Number 22
Introduced by President Megan E. Green
May 15, 2026

An Ordinance recommended by the Board of Estimate and Apportionment appropriating the sum of two hundred and thirty million and 0/100ths dollars (\$230,000,000.00) of Rams Settlement Funds for deposit into various new special funds to rebuild North St. Louis from the May 16th tornado and decades of disinvestment, support infrastructure and neighborhoods citywide, and revitalize Downtown to increase revenue for the entire city with amounts as described herein; and containing a severability clause and an emergency clause.

**BOARD BILL NUMBER 22 INTRODUCED BY PRESIDENT MEGAN E. GREEN
COSPONSOR: MAYOR CARA SPENCER**

1 An Ordinance recommended by the Board of Estimate and Apportionment appropriating the sum
2 of two hundred and thirty million and 0/100ths dollars (\$230,000,000.00) of Rams Settlement
3 Funds for deposit into various new special funds to rebuild North St. Louis from the May 16th
4 tornado and decades of disinvestment, support infrastructure and neighborhoods citywide, and
5 revitalize Downtown to increase revenue for the entire city with amounts as described herein;
6 and containing a severability clause and an emergency clause.

7 **WHEREAS**, in 2021, St. Louis City, St. Louis County, and the Regional Convention and Sports
8 Complex Authority signed a \$790 million settlement agreement with Rams owner Stan Kroenke
9 and the National Football League, resulting in the City negotiating receipt of \$250 million as its
10 share from the settlement agreement, with an additional \$30 million contingent on an
11 appropriation to the Convention Center; and

12 **WHEREAS**, completed in February 2024, the City's extensive community engagement process
13 through the Rams Settlement Portal demonstrated that residents support using the Rams
14 Settlement Funds to upgrade water infrastructure, implement traffic calming and pedestrian-
15 friendly street design, invest in redevelopment of historically disinvested neighborhoods, and
16 improve downtown infrastructure and walkability; and

17 **WHEREAS**, in February 2026 the city invested \$1,200,000 of ARPA interest and \$5,464,157.84
18 of ARPA reappropriations to the Water Division; and

19 **WHEREAS**, the amount of Settlement Funds after such appropriations, and including accrued
20 interest, that are available for appropriation exceeds two hundred fifty million and 0/100ths
21 (\$250,000,000.00); and

1 **WHEREAS**, the City has developed a number of comprehensive and community-supported
2 plans, including the Transportation and Mobility Plan (TMP), Neighborhood Plans approved by
3 the Planning Commission, the City of St. Louis ADA Transition Plan, and more, but many
4 critical components of those plans remain unfunded; and

5 **WHEREAS**, investing Rams Settlement dollars in tornado recovery, North St. Louis
6 neighborhood development, water infrastructure, citywide capital improvements, and Downtown
7 revitalization will strengthen critical public infrastructure, improve quality of life for residents,
8 and advance long-term equitable growth and resilience across the City.

9 **BE IT ORDAINED BY THE CITY OF ST. LOUIS AS FOLLOWS:**

10 **SECTION ONE. Public Purpose Satisfied.** It is hereby found that the funds created by this
11 ordinance and their purposes as defined herein serve a public purpose, because the City can
12 achieve its full economic and social potential by targeting investments to:

13 A. Support tornado recovery for residents, nonprofit organizations, and businesses in
14 Tornado Impacted Areas while advancing housing and infrastructure reinvestment to
15 strengthen long-term community resilience;

16 B. Improve public infrastructure across the City, so that all residents will have access to and
17 benefit from clean drinking water, safer sidewalks and streets; and

18 C. Provide dedicated funds to revitalize Downtown St. Louis, in recognition of its outsized
19 importance for economic impact and the quality of life for all residents and visitors not
20 just to the City but to the State of Missouri.

21 **SECTION TWO. Definitions.**

- 1 A. **Available Monies.** “Available monies” shall mean the sum of interest and the principal
2 accessible for such distribution as indicated for each respective fund.
- 3 B. **Board of Public Service.** The “Board of Public Service” shall refer to the St. Louis City
4 Office of the President of the Board of Public Service.
- 5 C. **Downtown.** “Downtown” shall mean the area encompassing the neighborhoods
6 Downtown and Downtown West as defined by the Planning and Urban Design Agency of
7 the City of St. Louis.
- 8 D. **North St. Louis** “North St. Louis” shall mean the area encompassing the following
9 neighborhoods: Academy, Baden, Carr Square, College Hill, Columbus Square,
10 Covenant Blu-Grand Center, Fairground Neighborhood, Fountain Park, Greater Ville,
11 Hamilton Heights, Hyde Park, Jeff Vanderlou, Kingsway East, Kingsway West, Lewis
12 Place, Mark Twain, Mark Twain I-70 Industrial, North Pointe, Near North Riverfront,
13 North Riverfront, O’Fallon, Old North St. Louis, Penrose, Riverview, St. Louis Place,
14 The Ville, Vandeventer, Visitation Park, Wells Goodfellow, and West End as such
15 neighborhoods are defined by the Planning and Urban Design Agency of the City of St.
16 Louis.
- 17 E. **Open Streets** “Open Streets” shall refer to the streets program in which underutilized
18 streets or portions of streets are transformed into welcoming public spaces, closed to
19 vehicles, using low-cost materials such as paint, movable planters, and seating.
- 20 F. **Public Work** “Public Work” shall mean projects, under the purview of the Board of
21 Public Service, as defined in RSMO 8.962, typically consisting of the construction,
22 alteration, repair, or maintenance of any public building, structure, highway, bridge,

1 viaduct, pipeline, or public works, which shall include, but need not be limited to,
2 moving, demolition, or excavation performed in conjunction with such work. Whether a
3 project constitutes a Public Work shall be decided in the reasonable discretion of the
4 Board of Public Service.

5 G. **Recovery Office** “Recovery Office” shall refer to the office created in the Mayor’s Office
6 by Executive Order Number 89.

7 H. **Settlement Funds**. “Settlement Funds” shall refer to the funds the City received as a
8 result of the City’s settlement of litigation against Rams Football Team owner Stan
9 Kroenke and the National Football League.

10 I. **Tornado Impact Area** “Tornado Impact Area” shall mean the following neighborhoods
11 and parks: Academy, Baden, Central West End, College Hill, DeBaliviere Place,
12 Fairground Neighborhood, Fairground Park, Forest Park, Fountain Park, Greater Ville,
13 Hamilton Heights, Jeff Vanderlou, Kingsway East, Kingsway West, Lewis Place, Mark
14 Twain, North Riverfront O’Fallon, O’Fallon Park, Penrose, Skinker DeBaliviere, The
15 Ville, Vandeventer, Visitation Park, Wells Goodfellow, West End, and Wydown Skinker
16 as defined by the Planning and Urban Design Agency of the City of St. Louis.

17 J. **50/50 Sidewalk Program** “50/50 Sidewalk Program” shall mean the program existing
18 under Section 20.26.240 of the Revised Code of the City of St. Louis or any successor
19 provision.

20 **SECTION THREE. Funds to Invest in North St. Louis.**

21 **A. Long-Term Tornado Recovery Fund.**

22 1. *Establishment of the Long-Term Tornado Recovery Fund*

- 1 a. There is hereby appropriated the sum of seventy-nine million and 0/100ths dollars
2 (\$79,000,000.00) from the available monies in the Settlement Funds into a special
3 fund to be known as the Long-Term Tornado Recovery Fund, created pursuant to
4 this ordinance, and to be held in a fund maintained by the City Treasurer.
- 5 b. Upon the passage and approval of this ordinance, the Comptroller is authorized
6 and directed to establish a fund to be designated as the "Long-Term Tornado
7 Recovery Fund" for the purpose of supporting resident, housing, and business
8 recovery from the May 16th, 2025 tornado. All interest earned on the Long-Term
9 Tornado Recovery Fund and all repayments made on loans made from the Long-
10 Term Tornado Recovery Fund shall be retained in the Long-Term Tornado
11 Recovery Fund general account until appropriated to a sub-account of the Long-
12 Term Tornado Recovery Fund or transferred by the Board of Estimate and
13 Apportionment into one or more sub-accounts of the Long-Term Tornado
14 Recovery Fund created pursuant to this ordinance for the uses authorized for such
15 funds. The Long-Term Tornado Recovery Fund shall be eligible to accept
16 additional monies from other City appropriations, private donations, or other
17 sources. All expenditures from the Long-Term Tornado Recovery Fund shall be
18 appropriated in accordance with this ordinance and other applicable law. Sub-
19 accounts are created herein for the "Tornado Housing and Neighborhood
20 Stabilization Fund", the "Tornado Resident Support Fund", and the "Program
21 Delivery & Administration Fund".

1 c. The purpose of the Long-Term Tornado Recovery Fund is to support the recovery
2 from the May 16th, 2025 tornado.

3 2. *Eligible Uses of the Long-Term Tornado Recovery Fund Sub-accounts.*

4 a. There is hereby appropriated the sum of seventy million and 0/100ths dollars
5 (\$70,000,000.00) from the Long-Term Tornado Recovery Fund to a sub-account
6 to be known as the Tornado Housing and Neighborhood Stabilization Fund.

7 i. Available monies within the Tornado Housing and Neighborhood
8 Stabilization Fund shall be used exclusively for providing appropriations
9 for the purposes of:

- 10 1. Supporting the repair of housing damaged by the tornado, which
11 are located in the Tornado Impact Area, and other related costs;
- 12 2. Supporting housing preservation, vacant-unit rehabilitation, and
13 the construction of new housing across North St. Louis with
14 priority consideration for housing-focused nonprofit Community
15 Development Corporations that have been operating for at least
16 three (3) years and demonstrate stable financial standing and
17 sufficient operational capacity to successfully administer and
18 sustain the funded housing project;
- 19 3. Supporting sidewalk repairs, tree replanting, hazardous tree and
20 stump removal, and demolitions within the Tornado Impact Area.

21 Any reimbursed monies must go directly back into this fund.

1 a. A maximum of ten million (\$10,000,000) may be allocated
2 towards this purpose.

3 b. There is hereby appropriated the sum of five million and 0/100ths dollars
4 (\$5,000,000.00) from the Long-Term Tornado Recovery Fund to a sub-account to
5 be known as the Tornado Resident Support Fund.

6 i. Available monies within the Tornado Resident Support Fund shall be used
7 exclusively for the purposes of:

- 8 1. Providing deposit and rental assistance to residents who were
9 impacted by the tornado to assist them with procuring safe
10 intermediate housing and other related moving costs;
- 11 2. Providing accelerated resident connections to housing stabilization
12 and resident support services;
- 13 3. Providing direct goods and services to support North St. Louis
14 residents in the Tornado Impact Area in their recovery.

15 c. There is hereby appropriated the sum of four million and 0/100ths dollars
16 (\$4,000,000.00) from the Long-Term Tornado Recovery Fund to a sub-account to
17 be known as the Tornado Program Delivery & Administration Fund.

18 i. Available monies within the Tornado Program Delivery & Administration
19 Fund shall be used exclusively for the purposes of providing
20 administrative support, oversight, fiscal compliance, and data support
21 systems through City staffing, contracted services, or other costs, efforts,

1 or programs necessary to deliver eligible uses of the Tornado Recovery
2 Fund.

3 3. *Administration and Authority for Contracts and Expenditures for the Tornado Recovery*
4 *Fund.*

5 a. The Recovery Office shall have general oversight over and administer the Long-
6 Term Tornado Recovery Fund.

7 b. The Recovery Office shall, in consultation with Affordable Housing Commission,
8 Community Development Administration, and any other City departments or
9 entities as may be necessary and helpful, develop and recommend appropriations
10 from the Long-Term Tornado Recovery Fund to the Board of Estimate and
11 Apportionment for inclusion into the City's annual operating budget by
12 submitting to the Budget Director by March 1 of each year or recommend to the
13 Board of Estimate and Apportionment specific awards or expenditures of funds
14 from the Long-Term Tornado Recovery Fund through existing or new contracts
15 or agreements with specific recipients, contractors, or vendors.

16 c. The Board of Estimate and Apportionment's approval of a specific contract or
17 agreement with a recipient, contractor, or vendor shall constitute authority for the
18 City signatory to enter into the approved contract, contract amendment, or
19 agreement and expend the funds in accordance with such contract or agreement,
20 except with respect to any Public Work.

21 d. No monies may be appropriated from the Long-Term Tornado Recovery Fund in
22 excess of available monies within that fund.

1 4. *Fund Accountability.*

2 a. The Long-Term Tornado Recovery Fund shall be included among the funds
3 subject to regular audits of City funds as required under law.

4 b. The Recovery Office or its successor shall submit a quarterly report to the Mayor
5 and the Board of Aldermen detailing the status of projects funded with
6 appropriations made from the Long-Term Tornado Recovery Fund, Tornado
7 Relief and Recovery Fund from Ordinance 72009, and the matching funds
8 leveraged to support projects authorized under this section. The quarterly reports
9 required under this section shall also be made available on the website of the
10 Budget Division of the City of St. Louis.

11 **B. The North St. Louis Neighborhood Plan Implementation Fund.**

12 1. *Establishment of the North St. Louis Neighborhood Plan Implementation Fund.*

13 a. There is hereby appropriated the sum of thirty-one million and 0/100ths dollars
14 (\$31,000,000.00) from the Settlement Funds into a special fund to be known as
15 the North St. Louis Neighborhood Plan Implementation Fund, created pursuant to
16 this ordinance, and to be held in a fund maintained by the City Treasurer.

17 b. Upon the passage and approval of this ordinance, the Comptroller is authorized
18 and directed to establish a fund to be designated as the "North St. Louis
19 Neighborhood Plan Implementation Fund" for the purpose of implementation of
20 Neighborhood Plans adopted by the Planning Commission for North St. Louis
21 including supporting the accessibility and availability of housing, quality public
22 infrastructure, and providing funding for small businesses. All interest earned on

1 funds held in the North St. Louis Neighborhood Plan Implementation Fund and
2 all repayments made on loans made from the North St. Louis Neighborhood Plan
3 Implementation Fund shall be retained in the North St. Louis Neighborhood Plan
4 Implementation Fund until appropriated according to provisions of this ordinance.
5 The fund shall be eligible to accept additional monies from other City
6 appropriations, private donations, or other sources. All expenditures from such
7 funds shall be appropriated in accordance with this ordinance and other applicable
8 law. Appropriate sub-accounts may be created.

- 9 c. The purpose of the North St. Louis Neighborhood Plan Implementation Fund is to
10 implement the Neighborhood Plans adopted by the Planning Commission for
11 North St. Louis including supporting the accessibility and availability of housing,
12 quality public infrastructure, and providing funding for small businesses located
13 in North St. Louis. Funds held in the North St. Louis Neighborhood Plan
14 Implementation Fund may be expended only as provided under this ordinance.

15 *2. Eligible Uses of the North St. Louis Neighborhood Plan Implementation Fund.*

- 16 a. Available monies within the North St. Louis Neighborhood Plan Implementation
17 Fund shall be used for the purposes of:
 - 18 i. Implementing the Neighborhood Plans adopted by the Planning
19 Commission or are actively under development by the Planning and Urban
20 Design Agency for North St. Louis neighborhoods, including but not
21 limited to supporting the accessibility and availability of housing, quality

1 public infrastructure, and providing funding for small businesses located
2 in North St. Louis.

3 1. Potential uses include, but are not limited to, funding single or
4 multi-parcel land assemblage and site preparation, gap financing,
5 home ownership support, neighborhood beautification initiatives,
6 funding for small businesses, and establishment of key
7 neighborhood services, and improving public facilities including
8 infrastructure and parks.

9 ii. Procuring goods and services, compensating staff, and other
10 administrative costs, provided that such costs do not exceed 5% of the
11 fund balance on an annual basis.

12 3. *Administration and Authority for Contracts and Expenditures for the North St. Louis*
13 *Neighborhood Plan Implementation Fund.*

14 a. The St. Louis Development Corporation and the Planning and Urban Design
15 Agency shall make recommendations to the Community Development
16 Administration on the use of funds. The Community Development Administration
17 will initiate and issue all contracts and agreements in alignment with those
18 recommendations, including those to the St. Louis Development Corporation, to
19 administer programs or projects funded by the North St. Louis Neighborhood Plan
20 Implementation Fund. The Community Development Administration, in
21 consultation with Planning and Urban Design Agency, St. Louis Development
22 Corporation, Recovery Office, Community Development Administration,

1 Affordable Housing Commission and any other City departments or entities as
2 may be necessary and helpful, shall recommend to the Board of Estimate and
3 Apportionment specific appropriations from the North St. Louis Neighborhood
4 Implementation Fund for inclusion into the City's annual operating budget by
5 submitting to the Budget Director by March 1 of each year or recommend to the
6 Board of Estimate and Apportionment specific awards or expenditures of funds
7 from the North St. Louis Neighborhood Plan Implementation Fund through
8 existing or new contracts or agreements with specific recipients, contractors, or
9 vendors.

10 b. The Board of Estimate and Apportionment's approval of a specific contract or
11 agreement with a recipient, contractor, or vendor shall constitute authority for the
12 City signatory to enter into the approved contract or agreement and expend the
13 funds in accordance with such contract or agreement, except with respect to any
14 Public Work.

15 c. No monies may be appropriated from the North St. Louis Neighborhood Plan
16 Implementation Fund in excess of available monies within that fund.

17 4. *Fund Accountability.*

18 a. The North St. Louis Neighborhood Plan Implementation Fund shall be included
19 among the funds subject to regular audits of City funds as required under law.

20 b. Proposals shall be presented to the Board of Aldermen and approved via
21 resolution before approval of expenditures from the Board of Estimate and
22 Apportionment.

1 Infrastructure Fund shall be retained in the Water Infrastructure Fund until
2 appropriated according to provisions of this ordinance. Appropriate sub-
3 accounts may be created.

4 c. The purpose of the Water Infrastructure Fund is to support City water
5 infrastructure maintenance and improvements.

6 2. *Water Infrastructure Fund as an Interdepartmental Loan.*

7 a. Before any disbursements from the Water Infrastructure Fund to the
8 Water Division shall be made, the Water Division shall enter into an
9 interdepartmental loan agreement with the Office of the Mayor to govern
10 such disbursements. Such interdepartmental loan agreement shall state that
11 the disbursements from the Water Infrastructure Fund to the Water
12 Division shall only be used for the purposes authorized by this ordinance
13 and shall constitute a loan without interest to the Water Division's
14 enterprise fund, and the Water Division may repay the balance of the
15 potentially forgivable loan in full to the City's Capital Fund on or before
16 the loan maturity date. The loan maturity date shall be June 1, 2036. The
17 form of the interdepartmental loan agreement shall be approved by the
18 Board of Estimate & Apportionment and the City Counselor prior to the
19 signatures of the Water Commissioner and the Mayor.

20 3. *Eligible Uses of the Water Infrastructure Fund.* Monies within the Water
21 Infrastructure Fund shall be used exclusively for supporting City water
22 infrastructure maintenance and improvements by providing:

- 1 a. Matching funds for federal and state grants that support City water
- 2 infrastructure maintenance and improvements;
- 3 b. Debt service payments for loans and/or bonds that support City water
- 4 infrastructure maintenance and improvements; and
- 5 c. Supporting professional studies and plans needed to support City water
- 6 infrastructure maintenance and improvements.

7 4. *Administration and Authority for Contracts and Expenditures for the Public*
8 *Infrastructure Fund.*

- 9 a. The Water Division shall (i) have general oversight over and administer
- 10 the Water Infrastructure Fund; (ii) recommend to the Board of Estimate
- 11 and Apportionment any appropriations from the Water Infrastructure Fund
- 12 for inclusion into the City's annual operating budget for the Water
- 13 Division by submitting to the Budget Director by March 1 of each year;
- 14 and (iii) recommend to the Board of Estimate and Apportionment any
- 15 specific transfers to the Water Division for operating expenses, capital
- 16 improvements, infrastructure repair or replacement.
- 17 b. No monies may be appropriated from the Water Infrastructure Fund in
- 18 excess of available monies within that fund.

19 5. *Fund Accountability.*

- 20 a. The Water Infrastructure Fund shall be included among the funds subject
- 21 to regular audits of City funds as required under law.

22 **B. The Public Infrastructure Fund.**

1 1. *Establishment of the Public Infrastructure Fund.*

2 a. There is hereby appropriated the sum of thirty million and 0/100ths
3 dollars (\$30,000,000.00) from Settlement Funds into a special fund to be
4 known as the Public Infrastructure Fund, created pursuant to this
5 ordinance, and to be held in a fund maintained by the City Treasurer.

6 b. Upon the passage and approval of this ordinance, the Comptroller is
7 authorized and directed to establish a fund to be designated as the "Public
8 Infrastructure Fund" for the purpose of maintaining and improving City
9 infrastructure that supports the mobility, health, and security of residents
10 across the City. All interest earned on funds held in the Public
11 Infrastructure Fund and all repayments made on loans made from the
12 Public Infrastructure Fund shall be retained in the Public Infrastructure
13 Fund until appropriated according to provisions of this ordinance. The
14 fund shall be eligible to accept additional monies from other City
15 appropriations, private donations, or other sources. All expenditures from
16 such fund shall be appropriated in accordance with this ordinance and
17 other applicable law. Appropriate sub-accounts may be created.

18 c. The purpose of the Public Infrastructure Fund is to support maintenance,
19 and improvements to streets, sidewalks, lighting, trees, and recreation
20 centers. Funds deposited and held in the Public Infrastructure Fund may be
21 expended only as provided under this ordinance.

22 2. *Eligible Uses of the Public Infrastructure Fund.*

1 a. Available monies within the Public Infrastructure Fund shall be used
2 exclusively for the purposes of:

- 3 1. Supporting the maintenance, repairs, traffic calming, safety,
4 reconstruction, and other improvements and accessibility of City
5 streets and sidewalks;
- 6 2. Provide gap financing for the 50/50 Sidewalk Program and other
7 sidewalk funding needs;
- 8 3. Supporting pilot initiative(s) for quick build projects or temporary
9 traffic calming including the bulk purchase of traffic calming
10 assets;
- 11 4. Develop an Asset Management program that will inventory and
12 assess equipment, street and sidewalk surface conditions, curb
13 ramps, and other assets in the City;
- 14 5. Providing matching funds for projects that demonstrate private
15 funding support for the maintenance, repairs and other
16 improvements, and accessibility of pedestrian-scaled lighting along
17 corridors;
- 18 6. Supporting the removal of hazardous trees and stumps in the City
19 right-of-way;
- 20 7. Supporting the redevelopment of Recreation Centers;

1 8. Procuring goods and services, compensating staff, and incurring
2 other administrative costs, provided that such costs do not exceed
3 5% of the fund balance on an annual basis.

4 3. *Restrictions on Use of Funds.*

5 a. No monies may be appropriated from the Public Infrastructure Fund to
6 fund projects in Downtown.

7 b. No monies may be appropriated from the Public Infrastructure Fund in
8 excess of available monies within that fund.

9 4. *Fund Prioritization.* Capital projects shall be prioritized by the following relevant
10 criteria:

11 a. Street and sidewalk projects along segments or corridors identified in the
12 High Injury Network of either the City of St. Louis or East-West Gateway;
13 and

14 b. Sidewalk projects suggested by the City of St. Louis ADA Transition
15 Plan; and

16 c. Street and sidewalk projects suggested by the Complete Streets
17 Committee as provided under Ordinance 71882 Section Five, Subsection
18 H; and

19 d. Recreation center projects which are located in high-need areas, as
20 indicated and measured by the Economic Justice Index Areas 1, 2, and 3
21 (EJI-1, EJI-2, EJI-3).

1 5. *Administration and Authority for Contracts and Expenditures for the Public*
2 *Infrastructure Fund.*

3 a. The Board of Public Service shall have general oversight over and
4 administer the Public Infrastructure Fund.

5 b. The Board of Public Service shall, in consultation with any other City
6 departments or entities as may be necessary and helpful, develop and
7 recommend appropriations from the Public Infrastructure Fund to the
8 Board of Estimate and Apportionment for inclusion into the City’s annual
9 operating budget by submitting to the Budget Director by March 1 of each
10 year or recommend to the Board of Estimate and Apportionment specific
11 awards or expenditures of funds from the Public Infrastructure Fund
12 through existing or new contracts or agreements with specific recipients,
13 contractors, or vendors.

14 c. The Board of Estimate and Apportionment’s approval of a specific
15 contract or agreement with a recipient, contractor, or vendor shall
16 constitute authority for the City signatory to enter into the approved
17 contract or agreement and expend the funds in accordance with such
18 contract or agreement, except with respect to any Public Work.

19 6. *Fund Accountability.*

20 a. The Public Infrastructure Fund shall be included among the funds subject
21 to regular audits of City funds as required under law.

22 **C. The Vacancy Reduction Fund.**

1 1. *Establishment of the Vacancy Reduction Fund.*

2 a. There is hereby appropriated the sum of five million and 0/100ths dollars
3 (\$5,000,000.00) from Settlement Funds into a special fund to be known as
4 the Vacancy Reduction Fund, created pursuant to this ordinance, and to be
5 held in a fund maintained in the Office of the City Treasurer.

6 b. Upon the passage and approval of this ordinance, the Comptroller is
7 authorized and directed to establish a fund to be designated as the "Vacancy
8 Reduction Fund" for the purpose of reducing vacancy citywide. All interest
9 earned on funds held in the Vacancy Reduction Fund and all repayments
10 made on loans made from the Vacancy Reduction Fund shall be retained in
11 the Vacancy Reduction Fund until appropriated according to provisions of
12 this ordinance. The fund shall be eligible to accept additional monies from
13 other City appropriations, private donations, or other sources. Appropriate
14 sub-accounts may be created.

15 c. The purpose of the Vacancy Reduction Fund is to support City efforts to
16 reduce vacancy citywide through strategic staffing, enforcement, data, and
17 redevelopment tools.

18 2. *Eligible Uses of the Vacancy Reduction Fund.*

19 a. Available monies within the Vacancy Reduction Fund shall be used
20 exclusively for the purposes of:

21 i. Supporting the funding of City staff focused on vacancy, blight
22 reduction, and recovering the City's vacancy-related expenses,

1 including but not limited to: a dedicated collections attorney and
2 paralegal;

3 ii. Supporting the expansion of a “Pre-Approved Plans Library” including
4 architectural plans for standard single-family, duplex, and multi-family
5 new construction and common rehabilitation projects;

6 iii. Supporting city vacancy data infrastructure and analysis for internal
7 and/or public use;

8 iv. Supporting enforcement of vacancy and nuisance laws against
9 absentee property owners.

10 3. *Administration and Authority for Contracts and Expenditures for the Vacancy*
11 *Reduction Fund.*

12 a. The Department of Public Safety shall have general oversight over and
13 administer the Vacancy Reduction Fund.

14 b. The Department of Public Safety, in consultation with City Counselors
15 Office and any other City departments or entities as may be necessary and
16 helpful, shall develop and recommend appropriations from the Vacancy
17 Reduction Fund to the Board of Estimate and Apportionment for inclusion
18 into the City’s annual operating budget by submitting to the Budget Director
19 by March 1 of each year or recommend to the Board of Estimate and
20 Apportionment specific awards or expenditures of funds from the Vacancy
21 Reduction Fund through existing or new contracts or agreements with
22 specific recipients, contractors, or vendors.

- 1 c. The Board of Estimate and Apportionment's approval of a specific contract
2 or agreement with a recipient, contractor, or vendor shall constitute
3 authority for the City signatory to enter into the approved contract, contract
4 amendment, or agreement and expend the funds in accordance with such
5 contract or agreement, except with respect to any Public Work.
- 6 d. No monies may be appropriated from the Vacancy Reduction Fund in
7 excess of available monies within that fund.

8 4. *Fund Accountability.*

- 9 a. The Vacancy Reduction Fund shall be included among the funds subject to
10 regular audits of City funds as required under law.

11 **SECTION FIVE. The Downtown Revitalization Fund.**

12 A. *Establishment of the Downtown Revitalization Fund.*

- 13 1. There is hereby appropriated the sum of fifty-five million and 0/100ths dollars
14 (\$55,000,000.00) from Settlement Funds into the Downtown Revitalization Fund,
15 created pursuant to this ordinance, and to be held in a fund maintained by the City
16 Treasurer.
- 17 2. Upon the passage and approval of this ordinance, the Comptroller is authorized
18 and directed to establish a fund to be designated as the Downtown Revitalization
19 Fund for the purpose of strengthening the City's downtown area through
20 investment in capital projects and activation programs that attract more visitors,
21 restaurants, and businesses to the downtown area. All interest earned on funds
22 held in the Downtown Revitalization Fund and all repayments made on loans

1 made from the Downtown Revitalization Fund shall be retained in its originating
2 sub-account until appropriated according to provisions of this ordinance. The fund
3 shall be eligible to accept additional monies from other City appropriations,
4 private donations, or other sources.

5 B. *Eligible Uses of the Downtown Revitalization Fund.* Monies within the Downtown
6 Revitalization Fund shall be used exclusively for providing appropriations as provided
7 under this ordinance for the following types of projects:

8 1. There is hereby appropriated the sum of fifteen million and 0/100ths dollars
9 (\$15,000,000.00) from the Downtown Revitalization Fund to a sub-account to be
10 known as the Strategic Major Capital Projects Fund. Available monies within the
11 Strategic Major Capital Projects Fund shall be used for the purposes of:

- 12 a. Acquiring, purchasing, and site prep at properties containing long-term
13 vacant buildings;
- 14 b. Procuring goods and services, compensating staff, and incurring other
15 administrative costs, provided that such costs do not exceed 5% of the
16 fund balance on an annual basis.

17 2. There is hereby appropriated the sum of fifteen million and 0/100ths dollars
18 (\$15,000,000.00) from the Downtown Revitalization Fund to a sub-account to be
19 known as the Downtown Infrastructure Fund. Available monies within the
20 Downtown Infrastructure Fund shall be used exclusively for the purposes of:

- 1 a. Improvements to the streetscapes to make Downtown streets safer, more
- 2 walkable, bikeable, and sustainable including one way to two way
- 3 conversions;
- 4 b. Spot sidewalk repair and ADA compliance and enhancement;
- 5 c. Expanding pedestrian-scaled streetlighting;
- 6 d. Procuring goods and services, compensating staff, and incurring other
- 7 administrative costs, provided that such costs do not exceed 5% of the
- 8 fund balance on an annual basis.

9 3. There is hereby appropriated the sum of fifteen million and 0/100ths dollars
10 (\$15,000,000.00) from the Downtown Revitalization Fund to a sub-account to be
11 known as the Riverfront Fund. Available monies within the Riverfront Fund shall
12 be used for the purposes of but not limited to:

- 13 a. Planning, design, and implementation of a connected Riverfront from
- 14 Chouteau to Biddle including but not limited to all of the following:
 - 15 i. Increasing commercial activity and pedestrian access including:
 - 16 1. Reopening Laclede’s Landing roadways and evaluating a
 - 17 new gate system
 - 18 2. Connecting the riverfront to Downtown, with emphasis on
 - 19 Washington Avenue corridor as a primary pedestrian and
 - 20 commercial linkage
 - 21 3. Improving circulation of routing and signage

- 1 ii. Signage, wayfinding, beautification, accessibility, and urban
2 activation support infrastructure, including:
- 3 1. New shade structures that will make it more comfortable to
4 be on the Central Riverfront during hot summer months
- 5 2. New infrastructure to attract vendors to open up shop on
6 the riverfront
- 7 3. Comfort stations
- 8 iii. Incentivizing riverfront ground-level development and improving
9 river-oriented attractions including:
- 10 1. Addressing long-term deferred maintenance on the
11 Riverfront as a prerequisite to new activation and
12 infrastructure investment
- 13 2. Constructing a large new Riverfront dock that may serve
14 day riverboat cruises and overnight cruise boats, with the
15 inclusion of restaurants, bars, and a water court to create a
16 new opportunity for St. Louisans and visitors to interact
17 with the Mississippi River and spend more time Downtown
- 18 iv. Procuring goods and services, compensating staff, and incurring
19 other administrative costs
- 20 4. There is hereby appropriated the sum of seven million five hundred thousand and
21 0/100ths dollars (\$7,500,000.00) from the Downtown Revitalization Fund to a
22 sub-account to be known as the Downtown Retail and Corridors Program Fund.

1 Available monies within the Downtown Retail and Corridors Program Fund shall
2 be used exclusively for the purposes of:

- 3 a. Incentive funds to support strategic retail and restaurant activation along
4 major corridors, including but not limited to:
 - 5 i. Sidewalk cafés, parklets, and Open Streets;
 - 6 ii. Tenant improvements including facade improvements;
 - 7 iii. Attraction of new businesses not already located in the city or
8 expansion of businesses already located in the city;
- 9 b. Procuring goods and services, compensating staff, and incurring other
10 administrative costs, provided that such costs do not exceed 5% of the
11 fund balance on an annual basis.

12 5. There is hereby appropriated the sum of two million five hundred thousand and
13 0/100ths dollars (\$2,500,000.00) from the Downtown Revitalization Fund to a
14 sub-account to be known as the Event Attraction Fund. Available monies within
15 the Event Attraction Fund shall be used exclusively for the purposes of:

- 16 a. Supporting the creation of a public-private partnership fund supporting the
17 recruitment of sporting events to the City of St. Louis, providing that such
18 funds shall only become available upon the demonstration to the City of
19 an at least two-to-one matching amount of privately-raised funds to
20 support such public-private partnership fund.

21 *C. Administration and Authority for Contracts and Expenditures for the Public*
22 *Infrastructure Fund.*

- 1 1. The Board of Public Service shall, in consultation with any other City
2 departments or entities as may be necessary and helpful, develop and recommend
3 appropriations from the Downtown Revitalization Fund to the Board of Estimate
4 and Apportionment for inclusion into the City’s annual operating budget by
5 submitting to the Budget Director by March 1 of each year or recommend to the
6 Board of Estimate and Apportionment specific awards or expenditures of funds
7 from the Downtown Revitalization Fund through existing or new contracts or
8 agreements with specific recipients, contractors, or vendors.
- 9 2. The Board of Estimate and Apportionment’s approval of a specific contract or
10 agreement with a recipient, contractor, or vendor shall constitute authority for the
11 City signatory to enter into the approved contract or agreement and expend the
12 funds in accordance with such contract or agreement, except with respect to any
13 Public Work.
- 14 3. No monies may be appropriated from the Downtown Revitalization Fund in
15 excess of available monies within that fund.

16 D. *Fund Accountability.* The Downtown Revitalization Fund shall be included among the
17 funds subject to regular audits of City funds as required under law.

18 **SECTION SIX. Public Work.**

19 For any Public Work proposed or recommended to be funded by the Long-Term Tornado
20 Recovery Fund, North St. Louis Neighborhood Plan Implementation Fund, Water Infrastructure
21 Fund, Public Infrastructure Fund, Vacancy Reduction Fund, and/or Revitalization Fund, the
22 Board of Estimate and Apportionment’s approval of the scope of work of the project shall

1 constitute authority for the City to proceed with the Public Work. Upon such approval, the Board
2 of Public Service shall proceed with the bidding, letting, contracting, expenditure, and execution
3 for the Public Work, together with all other actions it may find necessary and proper therefore, in
4 accordance with its normal lawful processes for such work. This Ordinance, together with the
5 Board of Estimate and Apportionment’s approval of the scope of work, shall constitute due
6 authorization of such Public Work.

7 **SECTION SEVEN. Severability Clause.**

8 It is hereby declared to be the intention of the Board of Aldermen that each, and every part,
9 section and subsection of this Ordinance shall be separate and severable from each, and every
10 other part, section, and subsection hereof and that the Board of Aldermen intends to adopt each
11 said part, section, and subsection separately and independently of any other part, section, and
12 subsection. In the event that any part, section, or subsection of this Ordinance shall be
13 determined to be or to have been unlawful or unconstitutional, the remaining parts, sections, and
14 subsections shall be and remain in full force and effect, unless the court making such finding
15 shall determine that the valid portions standing alone are incomplete and are incapable of being
16 executed in accordance with the legislative intent.

17 **SECTION EIGHT. Emergency Clause.**

18 This being an ordinance for the preservation of the public peace, health and safety, it is hereby
19 declared to be an emergency measure within the meaning of Sections 19 and 20 of Article IV of
20 the Charter of the City of St. Louis, and therefore, this ordinance shall become effective
21 immediately upon its passage and approval by the Mayor.

EXHIBIT A: Funding Designations	
Item	Amount
Funds to Invest in North St. Louis	\$110,000,000
Long-Term Tornado Recovery Fund	\$79,000,000
<i>Tornado Housing and Neighborhood Stabilization Fund</i>	<i>\$70,000,000</i>
<i>Tornado Resident Support Fund</i>	<i>\$5,000,000</i>
<i>Tornado Program Delivery & Administration Fund</i>	<i>\$4,000,000</i>
North St. Louis Neighborhood Plan Implementation Fund	\$31,000,000
Funds for Citywide Infrastructure and Neighborhood Improvements	\$65,000,000
Water Infrastructure Fund	\$30,000,000
Public Infrastructure Fund	\$30,000,000
Vacancy Reduction Fund	\$5,000,000
The Downtown Revitalization Fund	\$55,000,000
Strategic Major Capital Projects Fund	\$15,000,000
Downtown Infrastructure Fund	\$15,000,000
Riverfront Fund	\$15,000,000
Downtown Retail and Corridors Program Fund	\$7,500,000
Tourism Event Attraction Fund	\$2,500,000
Reserves	\$25,000,000
Total	\$255,000,000

BOARD BILL 22

USING THE RAMS SETTLEMENT
TO INVEST IN OUR CITY



PUBLIC ENGAGEMENT

2024—PRESENT

IDEAS PORTAL

VOTING ON
PRIORITY IDEAS

PUBLIC
HEARINGS

BOARD BILL

TOP IDEAS FROM JANUARY 2024 VOTE

Replacement of Water Mains

Traffic Calming and Pedestrian Friendly Street Design

Increase Wages or Salaries for City Employees

Free or Municipally Subsidized Child Care for Residents

Improve Downtown Street and Sidewalk Infrastructure

Establish a Redevelopment Revolving Loan Fund

Support the Northside-Southside Metrolink

Rehabilitation of Water Treatment Plants

Protected Bike Lanes and Bike Network

Before and After School Care

Improve Existing or Build New Youth Recreation Centers

Real Estate Development Downtown & North St. Louis

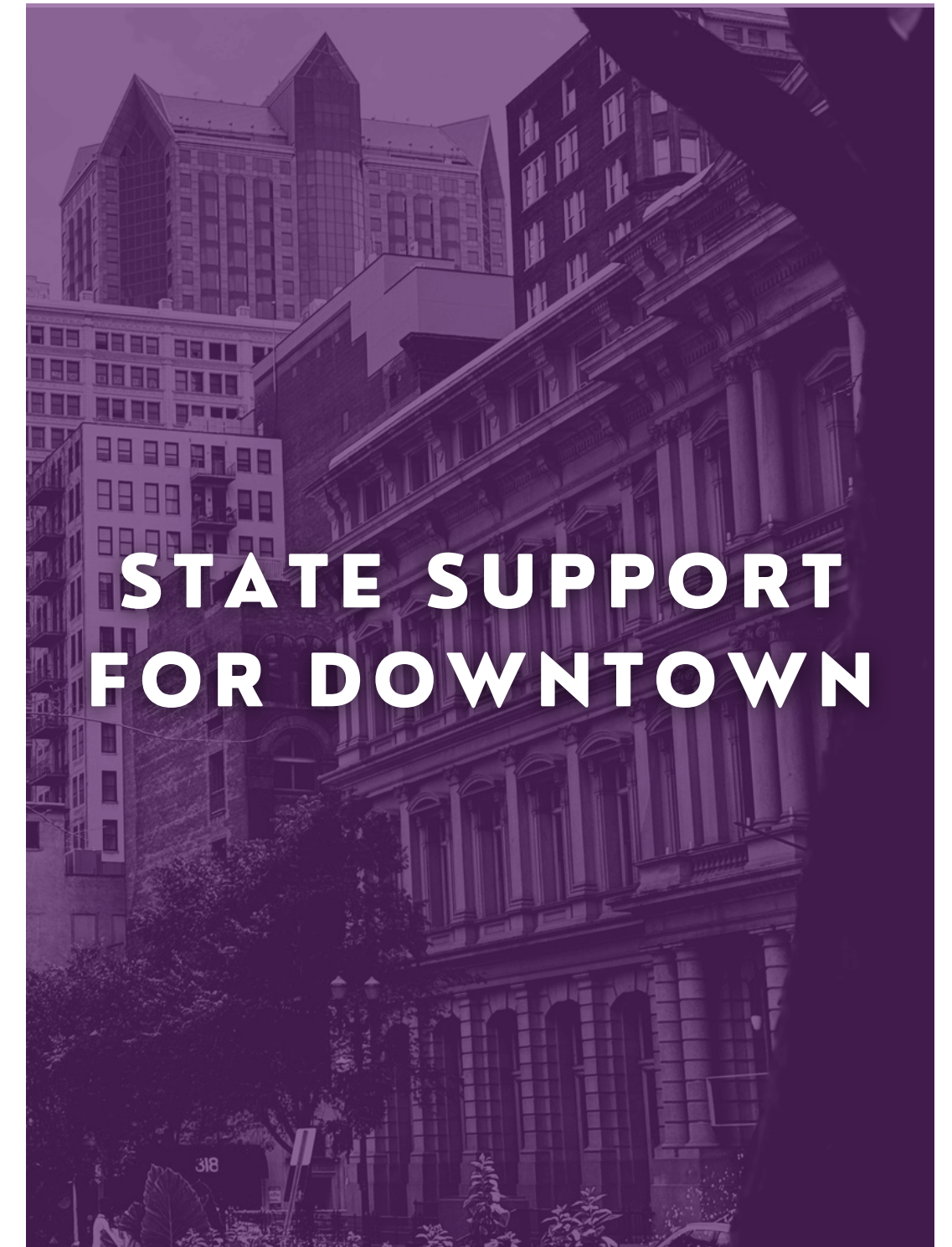
WHAT CHANGED?



TORNADO RECOVERY



NEIGHBORHOOD PLANS



STATE SUPPORT FOR DOWNTOWN

BOARD BILL 22

**TORNADO
RECOVERY**
\$110,000,000

Long Term Tornado
Recovery
\$79 million

North St. Louis
Neighborhood Plan
Implementation
\$31 million

**CITY-WIDE
INFRASTRUCTURE**
\$70,000,000

Water Infrastructure
\$30 Million

City-wide Infrastructure
\$30 million

Vacancy Reduction
\$5 million

**DOWNTOWN
REVITALIZATION**
\$55,000,000

Redevelopment
\$15 Million

Infrastructure
\$15 Million

Riverfront
\$15 Million

Retail
\$7.5 Million

Tourism
\$2.5 Million

PUBLIC COMMENT

MAY 27

11:59 pm

JUNE 3

6:00 pm

Speak Up, St. Louis

stlouis.govocal.com

Public Hearing

Julia Davis Library



RAMS SETTLEMENT PROPOSAL

MAY 26, 2026

Three Focus Areas

\$110M

**North St. Louis
Rebuilding**



\$65M

**Citywide
Infrastructure &
Neighborhood
Improvements**



\$55M

**Downtown
Revitalization**



North St. Louis Rebuilding

\$110 Million

Tornado Housing & Neighborhood Stabilization (\$70M)

1,000+ home repairs, affordable housing preservation, and additional infrastructure (e.g., demolition, sidewalk repairs, hazardous trees and stumps)

Tornado Resident Support & Housing (\$5M)

Additional rental assistance, non-profit case management and supports, and direct goods to aid resident recovery

Program Delivery & Administration (\$4M)

Ensures proper fiscal oversight, systems, and staffing to manage effort effectively

North St. Louis Neighborhood Plan Implementation (\$31M)

Support resident-built neighborhood plans including housing, local business corridors, streets and infrastructure

Bottom Line: North St. Louis faces decades of disinvestment exacerbated by the May 16th tornado. Investment is critical to rebuilding our neighborhoods.



North St. Louis Rebuilding | Implementation Timeline

Need	Initiative	Timeline
Tornado Housing & Neighborhood Stabilization (\$70M)	<ul style="list-style-type: none"> ● Rapid Repair: 1,000-1,200 addt'l home repairs to be added to queue through existing infrastructure (construction management contractor and growing rapid repair contractor pool) 	Immediate: July 2026 - Dec 2027
	<ul style="list-style-type: none"> ● Infrastructure: Remove remaining hazardous trees (600+) & limbs (450+), stumps (2,700+), and unfunded emergency demolitions (TBD); address tornado driven sidewalk repairs (90+) 	Immediate: July 2026 - Nov 2026
	<ul style="list-style-type: none"> ● Affordable Housing Preservation: Repair and bring affordable housing units back online (deductible payment, repairs, VUTs) 	Launch app in Q3; deploy through June '27
Tornado Resident Support (\$5M)	<ul style="list-style-type: none"> ● Next phase of resident supports (e.g., rental assistance, case mgmt, nonprofit supports; direct goods) 	Finalize plan in Q3 2026; contracting in Q4 2026
Program Delivery & Administration (\$4M)	<ul style="list-style-type: none"> ● 2-year staffing costs for Recovery Office to deliver funded programs 	July 2026 - June 2028
Neighborhood Plan Implementation	<ul style="list-style-type: none"> ● Resolution to determine infrastructure and priorities for neighborhood plan implementation 	Resolution passed: Q4 '26 Implementation: TBD

Citywide Infrastructure & Neighborhood Improvements

\$60 Million

Water (\$30M)

Address the most urgent of \$700M in outstanding capital need through a bond issuance supported by this fund; contingency fund nearly depleted requiring immediate action

Trees

Clear backlog of 2,709 hazardous trees and 6,529 stumps requiring removal; creates path forward to re-planting trees.

Streets & Sidewalks

We have been critically underfunding our streets for decades. While ARPA plugged the hole in the problem, we need a long term solution.

The 50/50 sidewalk system was designed in the 1960s. It no longer serves residents appropriately. The City needs to move to a block-by-block model

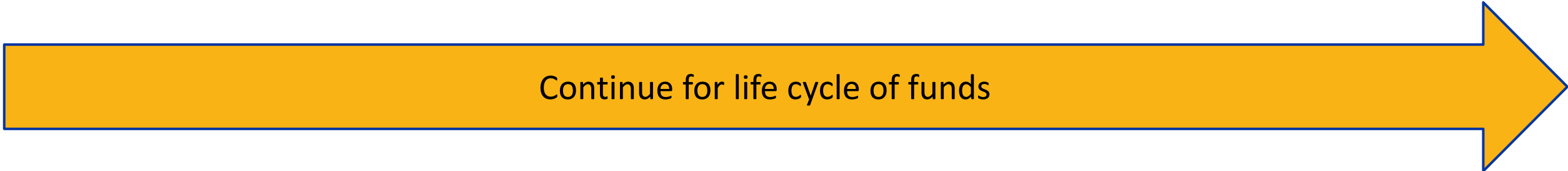
Recreation Centers

Ensure progress on \$7.98M in basic repair needs; Additional needed to make them a more welcoming space for our children

Bottom Line: Dependable infrastructure and strong neighborhoods are the foundation of a thriving city.



Citywide Infrastructure Improvements | Implementation Timeline

Need	FY27	FY28	FY29	FY30	FY31	FY32
Water	Water debt service payments begin (~\$6M)	 Continue for life cycle of funds				
Streets	Traffic calming materials (~\$250K) Asset management program launch	Streets gap financing	Streets gap financing	Traffic calming materials refresh (\$250k) Streets gap financing	Streets gap financing	Streets gap financing
Sidewalks	Pass Board Bill to transition away from 50/50 sidewalk program and lay out the block by block program	Gap financing for the 50/50 sidewalk program	Gap financing for the 50/50 sidewalk program to finish it	First year of the block by block program (~2M)	Block-by-block program boost (~\$1M)	Block-by-block program boost (~\$1M)
Trees & Stumps	Stump removal citywide contracts (~\$1.5M) Tree removal citywide contracts (~\$1.5M) Enact tree trimmer position reforms	Complete any remaining concerns for stumps and hazardous trees that is outside the bounds of Forestry Division Capacity				

Vacancy Reduction

\$5 Millions

Cost of Vacancy:

- In 2024, the City devoted about \$20M in direct services to maintain vacant property
- Annual loss of \$25M in real estate tax revenue
- \$16,323,843.33 outstanding fees and fines to the Building Division
- \$11,991,182.34 in outstanding fees and fines owed to the Forestry Division

Solutions:

- Fund City staff focused on vacancy, blight reduction, and recovering the City's vacancy-related expenses
- Support established nonprofit legal organizations to support private enforcement of vacancy and nuisance laws against absentee property owners
- Support city vacancy data infrastructure and analysis
- Support the expansion of a "Pre-Approved Plans Library"

Bottom Line: Blight and vacancy has held back our neighborhoods for too long. Addressing this large problem will have a massive return on investment for residents and the City.



Vacancy Reduction Implementation Timeline

Need	FY27	FY28	FY29	FY30	FY31	FY32
<p>City Staff</p>	<p>Pass BB to push at least a portion of property tax revenue and excess revenue back into this fund</p>	<p>Pilot staff costs (~\$500k)</p>	<p>Revolving based on collections</p>	<p>Revolving based on collections</p>	<p>Revolving based on collections</p>	<p>Revolving based on collections</p>
<p>Enforcement of absentee property owners</p>	<p>Support established nonprofit legal organizations (~\$250K)</p>	<p>Continue for life cycle of funds</p>				
<p>Vacancy Data Infrastructure</p>	<p>Assess City databases for capabilities and limitations; organize and streamline integrated and automated data infrastructure systems and processes across relevant departments. (\$240k)</p>	<p>Implement, maintain, and continuously assess vacancy data infrastructure systems for accuracy and sufficiency. (\$140k)</p>	<p>Continue for life cycle of funds</p>			
<p>Pre-Approved Plans Library</p>	<p>Assess codes, launch Request for Proposals, select plan catalog, publish plan catalog, launch library, conduct community outreach.</p>	<p>Implement plan processes, assess program performance and update plan designs every 1.5-2 years to keep pace with changing codes.</p>	<p>Continue for life cycle of funds</p>			

Downtown Revitalization

\$55 Million

Catalyst Projects (\$15M)

By restoring the Railway Exchange Building, one of Downtown's most iconic historic landmarks, we can turn a symbol of decline into a catalyst for renewal and build momentum for a more active Downtown.

Riverfront (\$15M)

Reclaiming the riverfront would reconnect Downtown to the Mississippi and give St. Louisans back one of the city's greatest assets: a riverfront worthy of the city it represents.

Public Infrastructure (\$15M)

Downtown should feel like the heart of the city again, a place built for people, not just traffic. By investing in safer, more walkable streets, we can create a Downtown that feels alive, welcoming, and made for the people who live, work, visit, and believe in St. Louis

Retail & Events Program (\$10M)

Downtown should be a place where people come for the game, the show, the restaurant, the shop, and the street life around it. By creating programs that incentivize retail activation and turn tourism into foot traffic, we can help increase activation, economic activity, and give residents, tourists and workers more reasons to stay, gather, and come back.

Bottom Line: When Downtown grows, the whole city grows with it.



Downtown Revitalization Priorities

Catalyst Projects

- Vacant building stabilization and restoration
- **Priority Actions:** stabilize, secure, and establish site control for the Railway Exchange Building
- **1–2 Year Focus:** reduce risk, stop further deterioration, and prepare the building for phased reuse, starting with ground floor reactivation
- **Immediate Impact:** move a major historic asset closer to redevelopment and strengthen confidence in the surrounding blocks

Riverfront

- Increase activity and activation along the riverfront
- **Priority Actions:** address the physical barriers that cut Downtown off from the Mississippi
- Prioritize deferred maintenance, basic infrastructure upgrades, better paths, lighting, access points, and public-space improvements
- **Immediate Impact:** make walking from Downtown to the river safer, clearer, and more natural while making the riverfront itself more usable

Public Infrastructure

- Prioritize practical street-level infrastructure that makes Downtown safer and more accessible
- **Priority Actions:** repair sidewalks, curb ramps, crossings, lighting, signals, and pavement markings
- Focus investments on key corridors and intersections with high pedestrian, transit, business, and visitor activity
- **Immediate Impact:** improve safety, access, and connectivity for people moving through Downtown

Retail & Events Program

- Expand tourism while making sure visitor spending reaches Downtown small businesses
- **Priority Actions:** coordinate event-day marketing, storefront activation, pop-ups, vendor opportunities, and wayfinding from hotels, venues, and attractions
- Support restaurants, retailers, and entrepreneurs with tenant improvements, outdoor dining, technical assistance, and promotion
- **Immediate Impact:** turn games, conventions, concerts, and attractions into more foot traffic, stronger storefronts, and more local spending



THANK YOU