

D R A F T

Snelling Midway Jobs Strategy Report
May 2016

Snelling Midway Jobs Strategy Work Group

DRAFT

Table of Contents	Page
Introduction and Charge of the Work Group	3
Acknowledgements	5
Executive Summary	6
What is a Good Job?	8
Economic and Market Context and Worker Trends	9
Overall Themes and Recommendations	22
Workforce Services and Job Retention Strategies	24
Job Type, Mix and Attraction Strategies	25
Implementation and Next Steps	26

Appendices

A	Site Map of the Area, Site Program Outline and the Four District Council Map Area
B	Union Park District Council Study – January 2016
C	DEED's Employment Map and Change in 5-Year Intervals 2005-2015
D	Ramsey County Report: Identifying Opportunities to Grow Prosperity at the Snelling-Midway Development – March 2016
E	Workforce Data Report for District Council Areas of Hamline Midway (11), Union Park (13), Frogtown (7) and Summit University (8) – March 2016
F	The ALANA Economic Base of the Midway Area – April 2016
G	Public Input and Comments – Multiple Public Meetings 2016
H	Minnpost Article: <i>What does it mean to have a good job in Minnesota? Here's what the data say</i> By Ibrahim Hirsi 02/16/16 https://www.minnpost.com/good-jobs/2016/02/what-does-it-mean-have-good-job-minnesota-heres-what-data-say
I	Institute for Local Self Reliance Report: <i>Affordable Space - How Rising Commercial Rents Are Threatening Independent Businesses, and What Cities Are Doing About It</i> – April 2016
J	Tenant Mix at the Midway Shopping Center – January 2016
K	Leasing Brochure for the Midway Shopping Center – January 2016

Introduction and Charge of the Work Group

Minnesota United FC, currently a North American Soccer League team, has proposed constructing a 20,000 seat Major League Soccer (MLS) stadium at I-94 and Snelling Avenue, as part of a planned and coordinated redevelopment of the entire 34.5 acre superblock that also includes the Midway Shopping Center, which is privately owned by RK Midway. The goal is to create a new urban village surrounding the stadium that includes retail, office, residential and public open space uses.

As a result of this proposal, in December 2015, the Snelling Midway Jobs Strategy Work Group (Work Group) was formed to help maximize the retention and attraction of jobs and businesses on the redevelopment site and in the surrounding area. This economic development partnership, with representation from both the public and private sectors, was designed to coordinate efforts to address:

- Business and Job Retention
- Employment Transitions
- Business and Job Attraction
- Local Employment

Business and Job Retention

Work Group members were charged with coordinating efforts to assist existing businesses that may be affected by the redevelopment in finding new locations on or near the site, if needed. For businesses seeking assistance, staff from Work Group organizations agreed to:

- Meet one-on-one to talk about space needs and requirements, whether temporary or long-term
- If desired, connect businesses with real estate brokers to research and market best site matches based on their unique requirements
- Leverage economic development partner network to uncover space opportunities not currently on the market (i.e. early leads, subleases/"gray spaces")
- Connect businesses with technical and financial tools to help them build and grow their businesses in the City of Saint Paul

Employment Transitions

For employees working on the site that may need to find new employment, Work Group members are coordinating to efficiently link people to workforce training and job search information and services such as:

- Vocational assessments to help identify strengths and interests to determine goals for employment and education
- Employment training and educational opportunities to provide employment training through industry-specific, hands-on work experience and classroom instruction
- Transitional employment programs to train participants in the skills needed to gain and maintain employment
- Job development and placement services to assist individuals in finding and maintaining employment and advancing their careers

- Job coaching and follow-up services
- Access to MinnesotaWorks.net, the online job bank, and other employment web sites to search for and apply for jobs

Business and Job Attraction

Given the unique positioning of the development site, Work Group members researched and identified strategies around attracting emerging employment leaders and key regional industry sectors for new jobs on the site.

Local Employment

Work Group partners are coordinating their efforts to help connect local employees to new jobs (both construction and permanent) created on and near the site. Strategies may include but are not limited to the use of an on-site employment hiring center, work force training centers, job postings through the Midway and Saint Paul Area Chambers of Commerce, service organizations and clubs (i.e. Rotary), local churches and labor unions.

Process

The Work Group met six times over a three-month period and addressed the following:

- Developed and shared the City's, partners', owners' and community's economic development goals for the site
- Discussed why jobs matter at this site
- Reviewed and discussed preliminary information around site plan and redevelopment scenarios, allowable uses, and known site amenities and constraints
- Identified tools and resources available for business and employee transitions
- Identified needs of businesses wanting to relocate off of the site; matching them with potential sites and spaces
- Identified and evaluated potential employment categories and sectors for the site, including numbers and types of jobs
- Reported on recommended employment types for the site
- Recommended a targeted job recruitment strategy and outreach plan, including marketing and business tools to support the attraction of jobs to the site
- Recommended a lead for coordinating partner agencies and organizations around local workforce training and hiring

Over the same time period, organizations participating in the Work Group coordinated to carry out their specific tasks, including offering to meet with businesses seeking new locations, and providing services to any employees seeking to transition to new jobs.

Timeline for the Work Group

December 2015:	Recruited Jobs Task Force Members
January – April 2016:	Convened the group for facilitated discussions around topics outlined above
May 2016:	Draft report prepared
May 2016:	Shared preliminary recommendations to the CAC
June 2016:	Report to be presented to the Planning Commission
January 2016 – Ongoing:	Provide business retention and engage employment transition services, as needed.

Acknowledgements

Sincere appreciation to the members of the Snelling-Midway Jobs Strategy Work Group and to the Midway Chamber of Commerce for hosting our meetings at the Spruce Tree Conference Center located at southwest corner of Snelling and University, across the street from the proposed new redevelopment site.

Boyd Brown, Area Director, Employment & Training, Goodwill Easter Seals

Matt Freeman, Director of Outreach, Mayor Chris Coleman's Office

Gene Gelgelu, Executive Director, African Economic Development Solutions

Nerita Griffin Hughes, Workforce, Innovation, and Opportunity Division Manager, Workforce Solutions

Gene Goddard, Director of Business Investment, GREATER MSP

Bernie Hesse, Director of Special Projects, Legislative and Political Action, UFCW Local 1189

Hilary Holmes, Project Manager, Department of Planning and Economic Development

Tatjana Hutnyak, Director of Business Development, Life Track Resources

Bobby Kasper, President of the Saint Paul Regional Labor Federation, SPRLF – AFLCIO

Matt Kramer, President, Saint Paul Area Chamber of Commerce

Chad Kulas, Executive Director, Midway Chamber of Commerce

B Kyle, VP Strategic Development, Saint Paul Port Authority

Wade Luneburg, Secretary Treasurer - UniteHere Local 17

Tim Mahoney, MN House Representative District 67 A (Alternate will be Pete Vujovich, MN House Representative District 67 A)

Ellen Muller, Economic Development Manager, Department of Planning and Economic Development

Don Mullin, Executive Secretary - Saint Paul Building & Construction Trades Council

Joo Hee Pomplun, Director of Programs, Asian Economic Development Association

Julie Reiter, Executive Director, Union Park District Council (13)

John Shoffner, Director of Business Development, DEED (for Kevin McKinnon, Deputy Commissioner, Economic Development DEED)

Dai Thao, Councilmember and Mai Chong Xiong, Legislative Aide, Ward 1
Bee Vang, Loan and Technical Assistance Officer, Neighborhood Development Center
Tracy Wilson, Dean of Workforce Training and Continuing Education, Saint Paul College

Executive Summary

This site has long been seen as an area ripe for development opportunity. In 2008, the Snelling Station Area Plan identified the opportunity for dense, mixed-use development surrounding the Snelling Avenue Green Line station. Following that, in 2014, a land use planning and market “SmartSite” study conducted by the City of Saint Paul and two land owners, the Metropolitan Council and RK Midway, specifically targeted the underutilized 34.5 acres in the heart of the Midway, between downtown Saint Paul and downtown Minneapolis, at Interstate 94 and Snelling Avenue. With over 40,000 daily vehicle trips on Snelling and University Avenues and 150,000 daily trips on I-94, one of the key planning and design recommendations of this study for achieving high quality transit-oriented development on the site was to ensure flexibility to respond to various development opportunities.

On the heels of this work, an unexpected and catalytic opportunity emerged. In 2015, a proposal was presented by Minnesota United Football Club, for a 20,000 seat Major League Soccer stadium to be built on the site.

Soon after, master planning began in earnest to develop a 24/7 urban mixed-use village around the stadium that incorporated a multitude of uses, including retail, office, residential, hospitality, entertainment, food and beverage and open space. The ultimate goal is to create an environment to enhance game day experiences and add vitality to the area both during events and on non-event days. Design principles include engaging retail street fronts on key streets, active day and evening uses and a mix of international, regional, and local programming throughout the entire site.

As part of the planning process the Snelling-Midway Jobs Strategy Work Group (Work Group) was established to maximize the retention and attraction of jobs and businesses at this site and the surrounding areas. Over the course of three months, members of the Work Group discussed the importance of jobs on and around the site and what industry and job types are best suited for this redevelopment.

The group’s recommendations include providing direct engagement with current employers and employees to leverage their ability to stay on-site and become part of the new redevelopment. Should businesses need to relocate and employees need to seek new jobs, the Work Group’s workforce partners will provide job readiness and sector specific skills training as well as customized, diploma and certificate

programming to job seekers. The recommendation is to investigate the establishment of business retention and relocation funds to help business prepare for the interruption of construction or relocation costs.

When recruiting new businesses, local hiring is critical. Workforce partners will increase the opportunity through job fairs and targeted marketing to attract jobs seekers to new local employment opportunities. They will function as “connectors” and will facilitate employer engagement in this process.

The competitive advantage of bringing new employers and talent to this site is the central location that is served by major transit routes in the heart of the metropolitan area. We also know green space attracts good development, including major job tenants. Real estate, creative space, green space, amenities are talent recruitment strategies for companies.

Living wage, union and other quality jobs for local residents and local businesses within the four neighboring district councils is a priority, as is preserving opportunities and spaces for small, minority, ethnically diverse businesses and entrepreneurs. Local hiring goal requirements are recommended to be part of any public funding assistance.

Anchor tenants will drive development and create an environment for start-ups; keeping this jobs site vibrant and interesting to next generation consumers and businesses. Models for keeping rents affordable for entrepreneurs, small business and community uses should be incorporated into the leasing strategy. Incubators, shared working spaces and co-ops are to be explored.

A variety of industry and job types recommended include 1) service, retail, hospitality and entertainment; and 2) business, financial, professional services; health, life science, medical and clinic. It is important to provide good and living wage jobs at all skill levels and include employment opportunities specifically for youth.

The Work Group recommends that business recruitment strategies should be targeted to employers that value and demonstrate racial and cultural diversity inclusion in their daily practices and hiring, also targeting employers that provide family sustaining wages which are in line with regional median incomes for comparable sectors.

It is recommended that the City of Saint Paul Department of Planning and Economic Development (PED) serve as the coordinating agency for overall economic development services and coordination for business and job retention and attractions strategies. PED will coordinate and convene the members of the Strategy Team in providing services and job retention strategies. The Strategy Team will include representation from the owner, RK Midway, and their selected master developer,

DEED, GREATER MSP, Saint Paul Port Authority, Midway Chamber and the Saint Paul Area Chamber of Commerce, Mayor's Office, Ward 1 Office, and the Union Park District 13 office. The Workforce Partner Team, which includes Ramsey County Workforce Solutions, Saint Paul College, Lifetrack Resources, Midway Chamber of Commerce and Goodwill Easter Seals, will meet with existing business to provide an overview of all services available.

PED will meet with the owner of the Midway Shopping Center, RK Midway, and their selected master developer to articulate the recommendations and strategies from this plan and to discuss and coordinate how best to work together to support their work in attracting desired employers and tenants. The Strategy Team will ultimately measure the impact of employment and business retention and recruitment success through employers in targeted industries, job counts and tax base impacts. Additionally, measuring local and youth hiring, local and minority businesses, start-ups and entrepreneur tenants and co-working spaces will be important.

This world-class Major League Soccer stadium, anchoring the planned 1,000,000 square feet of office; 421,100 square feet of entertainment and retail; 620 residential units and 400 hotel rooms, on the Snelling-Midway redevelopment site is a unique opportunity in the City of Saint Paul and the region. Imagine an entertainment and sports destination, neighborhood retail and service center with community space, a major local employer and jobs center, an entrepreneurial magnet for start-ups and minority owned businesses—all in the heart of a culturally rich neighborhood offering world class transit connections. The implementation of these recommendations will ensure we maintain and create new jobs at the site, of greater variety than is possible today, in a neighborhood reimagined by the community.

The Site and Geography

The Work Group's focus area for job retention, job creation and business attraction is the Midway Shopping Center and stadium site. For local hiring, the targeted geography includes District Councils 7 (Frogtown), 8, 11, and 13. See Appendix A for maps.

What is a Good Job?

The Work Group believes a good job for this redevelopment site will take many forms. It is important to offer entry level full and part time jobs that support the stadium and the hospitality, retail and other services around the site. The Work Group will work to ensure there are specific strategies targeted to hiring local residents.

For the redevelopment that occurs around the stadium, it is equally important to target industry specific jobs by employers who offer full-time, living wage positions with benefits, various job classifications and opportunities for advancement.

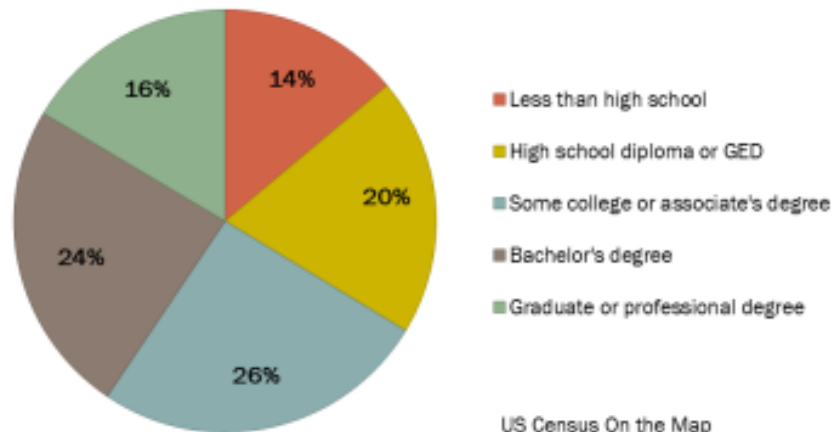
It is also critical to maintain and create employment opportunities for women- and minority-owned, and small business.

Economic and Market Context and Worker Trends

Information and demographic data for the four neighborhoods surrounding the site were pulled from US Census – On the Map; American Community Survey (ACS) 2013 & 2014 for sample of surveyed households and annual estimates; and Longitudinal Employer-Household Data (LEHD) 2013 for employers reporting at one point in time. Here is a summary of what was learned.

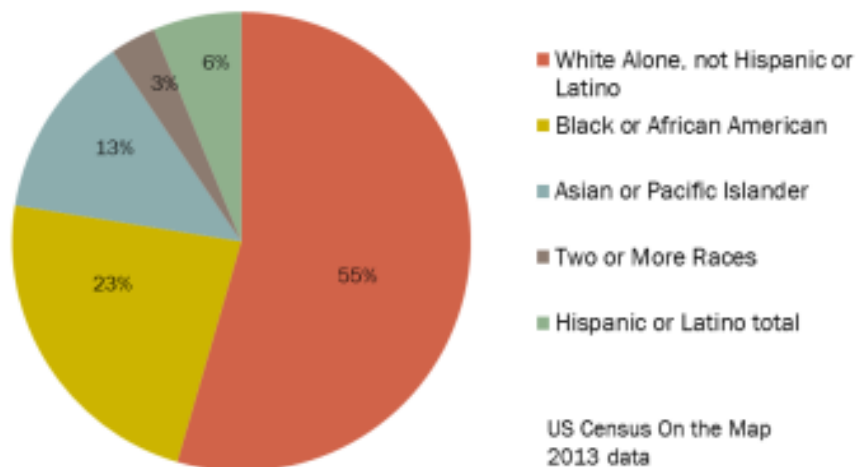
- The total population in the (4) selected district council areas: Union Park, Hamline Midway, Thomas-Dale and Summit-University is 62,344 (ACS 2013)
- 51% are female; 49% are male
- The total population between ages 18-64 is 42,463 (LEHD 2013)
- Total population 25 years and older is 37,278
- The total # of working age adults that are employed: 29,960 (70.6%)(LEHD 2013)

Educational Attainment (25 years and older)

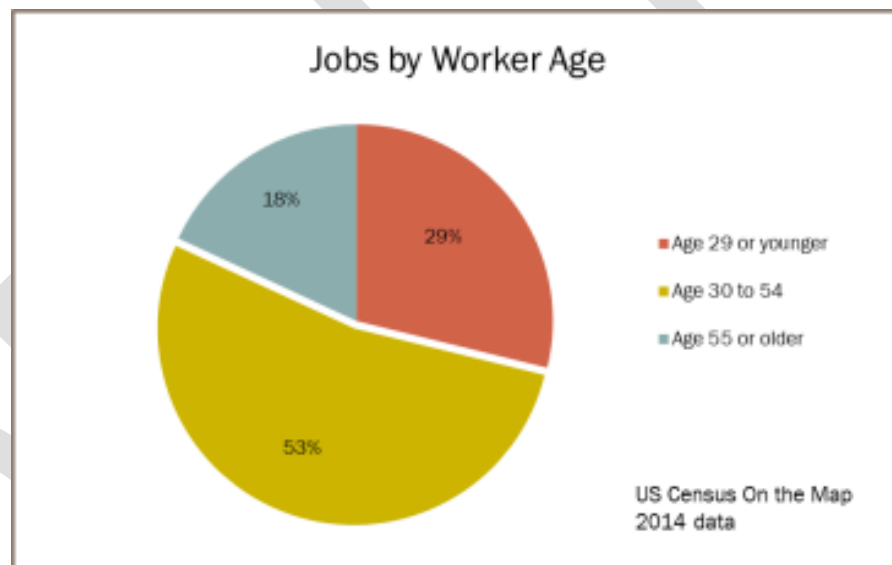
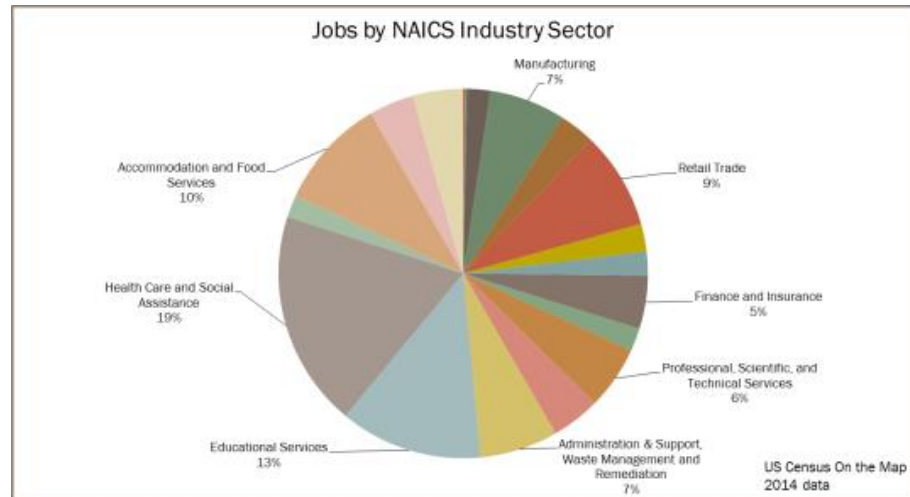


US Census On the Map
2013 data

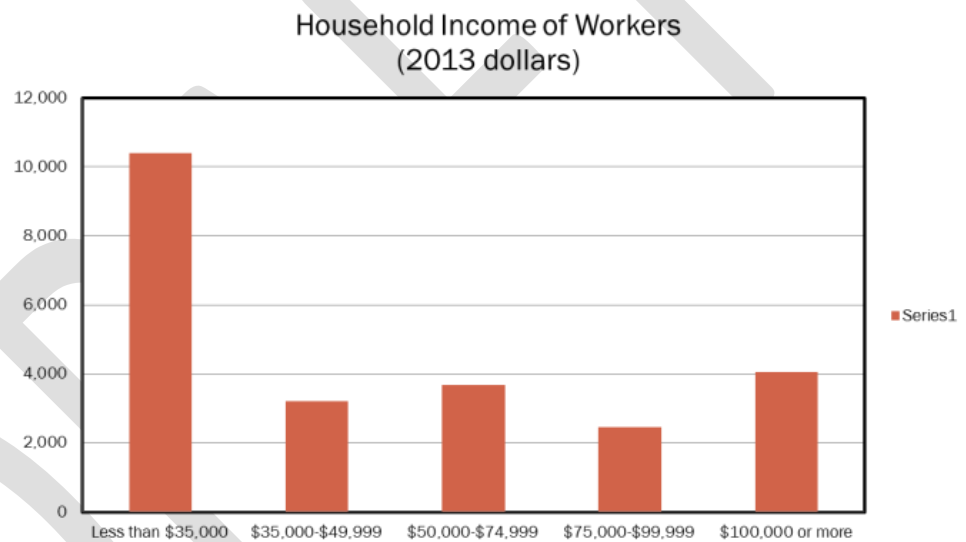
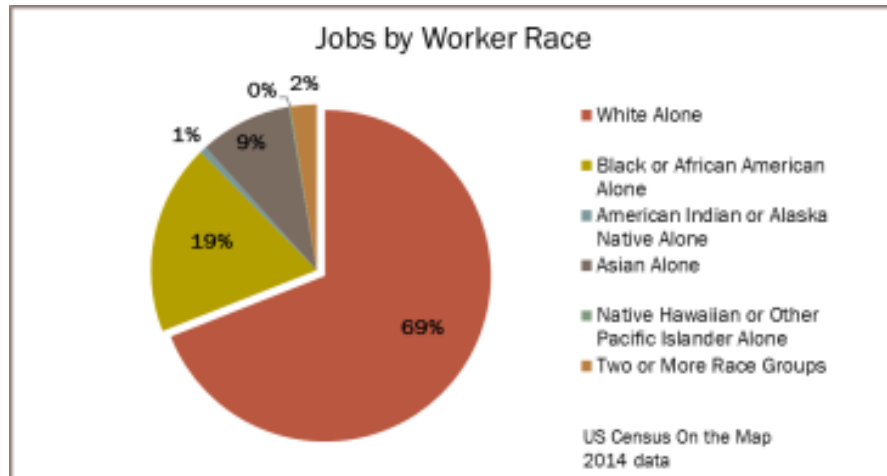
Race and Ethnicity of Population

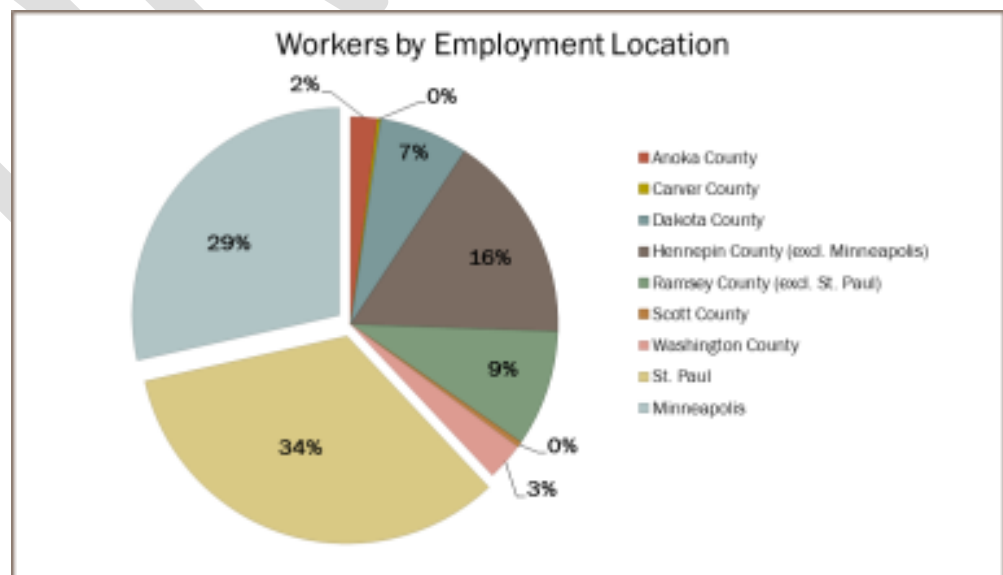
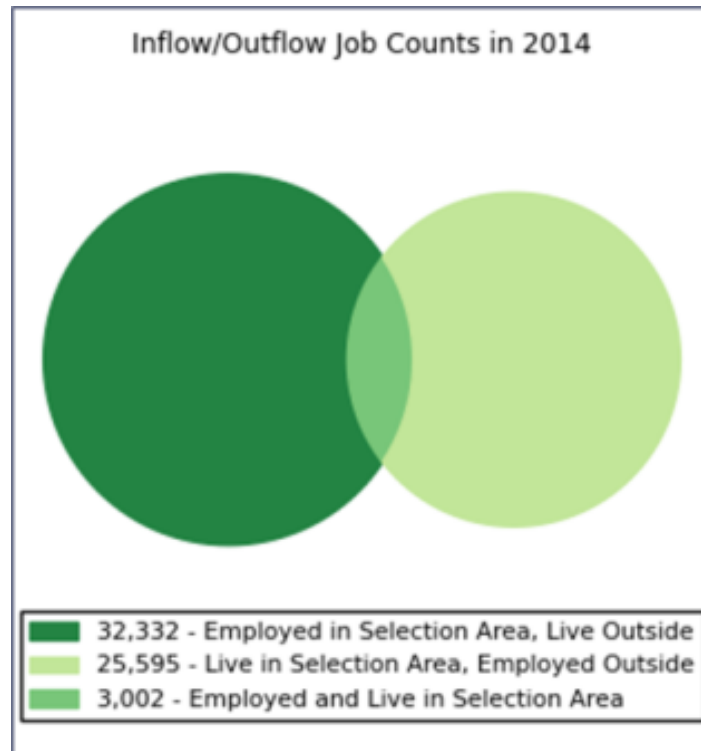


US Census On the Map
2013 data



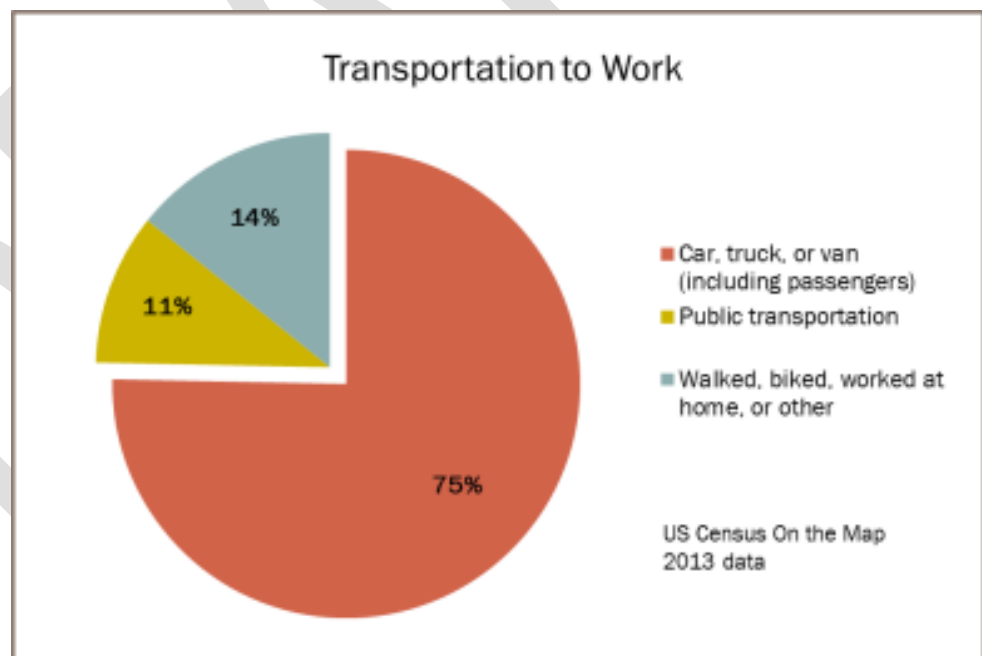
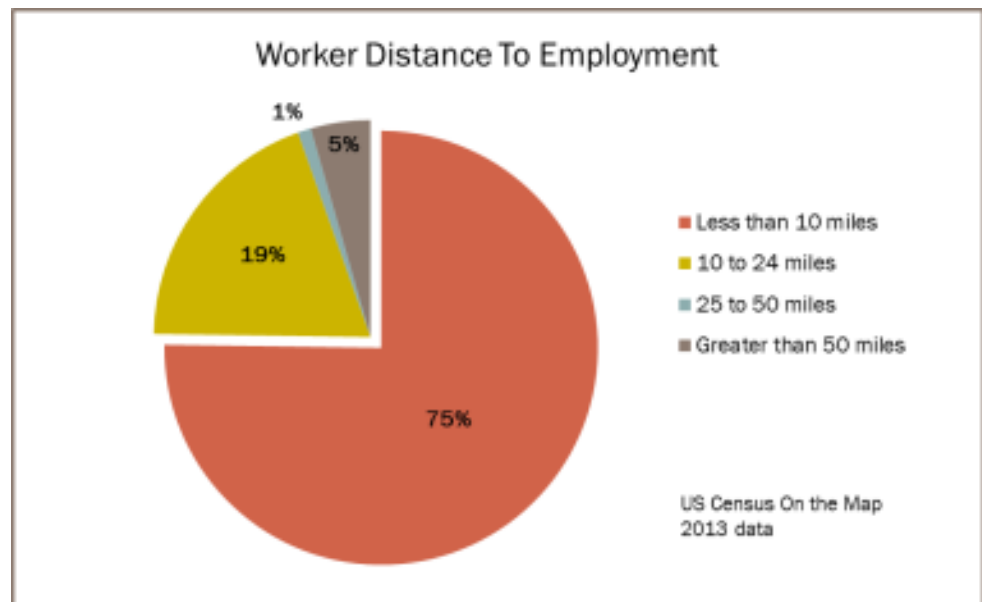
Total Workers by Age in (2014): 28,597





Total Employed Workers: 25,297

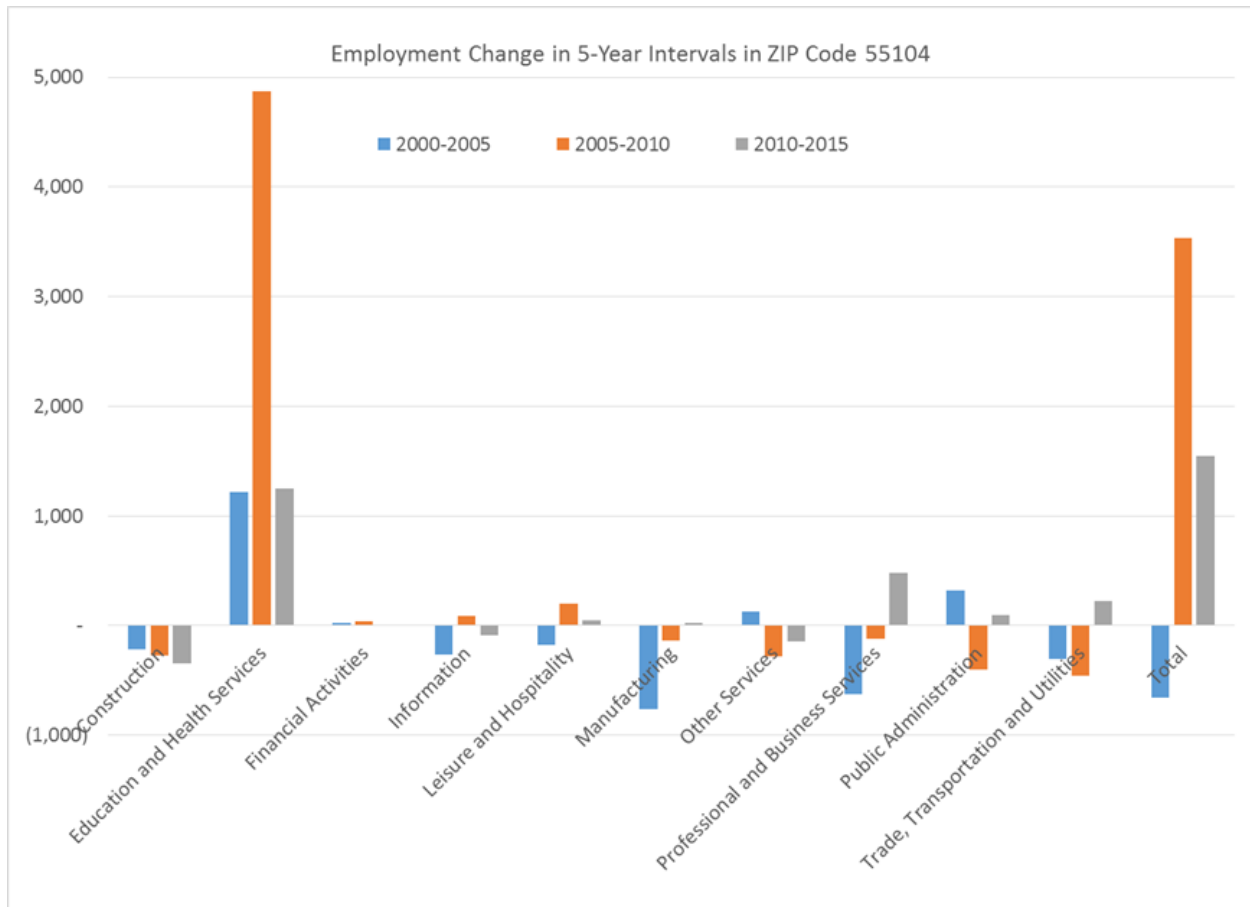
Workers with Identified Employment Location: 24,751



Total Workers Age 16+ (not home based) 28,847

Total Workers in the 7 mile, 22 minute public transit commuter shed: 213,975

Total Workers in the 7 mile, 22 minute driving commuter shed: 183,567



Additionally, land use and racial disparities data was provided by Ramsey County. The information presented determines that race and location matters to prosperity.

- Data trends within the region demonstrate that racial disparities, as well as geographic location, have strong implications for Ramsey County residents
- Education raises an individual's likely earnings trajectory, but where you live (and the jobs you are connected to) also matters
- The Snelling-Midway redevelopment offers significant opportunities to positively influence trends and issues related to prosperity locally and across the county
- Snelling-Midway provides an opportunity to bring additional investment and opportunity (jobs, regional connectivity, community activities) to a community experiencing concentrated poverty

- As one of a number of key redevelopments occurring within Ramsey County and Saint Paul, it is imperative that similar development priorities exist on other sites that are linked to the Snelling-Midway redevelopment
- The planned investments at Snelling-Midway will likely decrease concentrated poverty within the neighborhood, increase the neighborhood's mixed income profile and create strong connections for local residents to the broader regional economy
- This investment should serve to positively address existing connectivity/location-based disparities within Saint Paul and Ramsey County by making more jobs available in a previously underutilized area
- This site should connect to and positively influence other ongoing redevelopment efforts within Ramsey County

Conclusions and recommendations from the Ramsey County data call for:

- A site with a mix of employers that offer opportunities across the skills/education spectrum would be an ideal addition to the neighborhood
- Prioritizing employers that provide compensation in line with regional median wages is both possible (recent and planned investments demonstrate market interest in this area) and needed across the County
- Finding employers that outwardly value and demonstrate racial and cultural diversity and inclusion in their daily practices and hiring is particularly important at this site



OPPORTUNITY

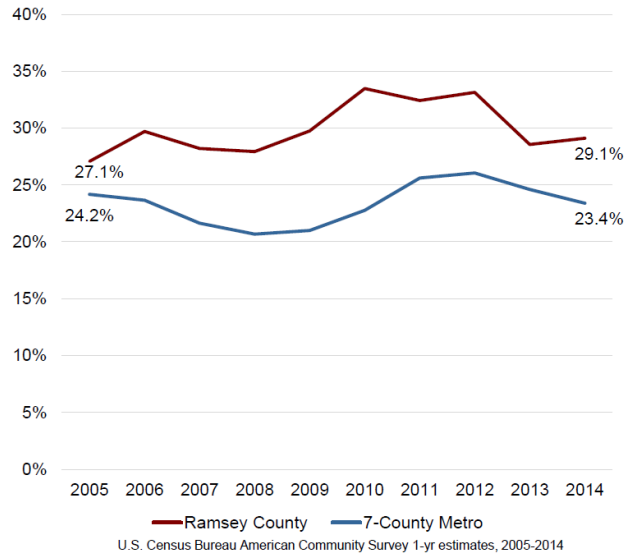
Ramsey County residents of color **are poorer** than people of color living in the 7-County Metro Region at large.

Over the last decade, **poverty is up** among Ramsey County residents of color, while over the last decade poverty is **down** among people of color in the 7-County Region.

In the last year, poverty has **grown** for Ramsey County residents of color, while poverty *shrank* among Metro residents of color over the last year.

This troubling divergence of trends serve as evidence of **worsening poverty** and **widening racial disparity** in Ramsey County.

Poverty Rates for People of Color
Ramsey County and the 7-County Metro Region,
2005-2014





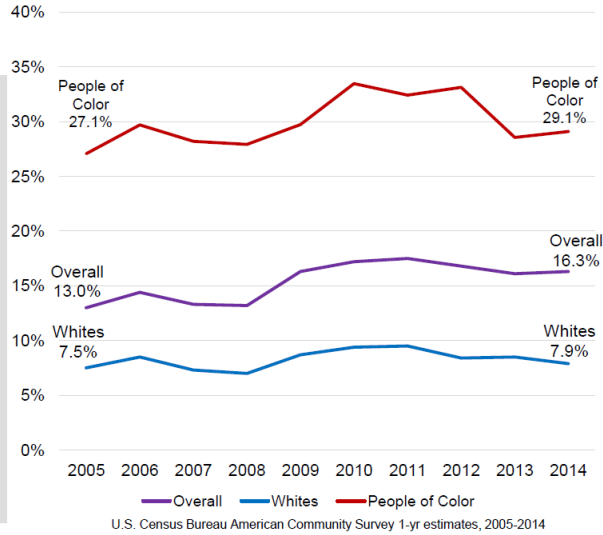
OPPORTUNITY

Ramsey County residents of color experience poverty at **3.7 times** the rate of their White neighbors.

The **2.0 percentage point** growth in poverty rates for Ramsey County residents of color is **1.6 percentage points** more than the growth in poverty rates for their White neighbors – **largely driving the 3.3 percentage point** increase in Ramsey County's overall poverty rate over the last ten years.

Focusing on **confronting the racial disparity in poverty** will pay dividends in the effort to alleviate poverty for Ramsey County residents as a whole.

Poverty Rates and Racial Inequality Ramsey County 2005-2014



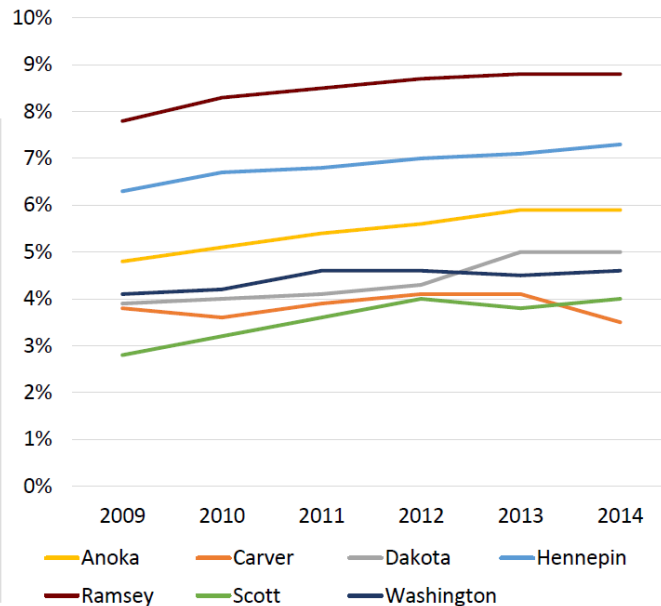
OPPORTUNITY

Ramsey County also has the **highest poverty rate for Non-Hispanic Whites** when compared to the seven county region.

Ramsey County residents across all races therefore experience higher poverty than their regional peers, meaning that **connections to opportunity—both locally and regionally—is also impacted by geographic location.**

The Snelling-Midway redevelopment effort is occurring in an area within the county in which both race and geographic location have traditionally been significant factors in limiting prosperity. Creating new employment and economic development opportunities can provide pathways to increased prosperity that benefits the immediate vicinity and also the broader county.

Poverty Rates for Non-Hispanic Whites by County, 2009 - 2014



Source: U.S. Census Bureau American Community Survey 5-yr estimates, 2009 - 2014



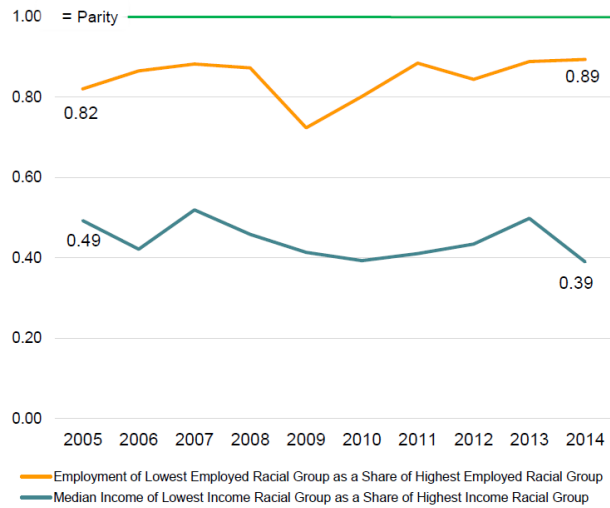
PROSPERITY

In 2014, the lowest employed group of Ramsey County residents, African Americans, held **89 jobs for every 100 jobs** held by the highest employed group in 2014, non-Hispanic Whites.

But when it comes to median household income, Ramsey County's lowest earning group, African Americans, earned **only \$0.39 for every \$1.00** earned by the highest earning group, non-Hispanic Whites.

These two trends, when considered simultaneously, suggest that the **racial disparity in income** (as opposed to overall employment figures) is the most significant and persistent racial disparity facing Ramsey County residents and should be a focus of future economic development and job attraction efforts.

Racial Disparity in Employment and Income Ramsey County 2005-2013



U.S. Census Bureau American Community Survey 1-yr estimates, 2005-2014

*Median Household Income for African Americans in 2014 was \$24,190. Median Household Income for Whites in 2014 was \$61,981.



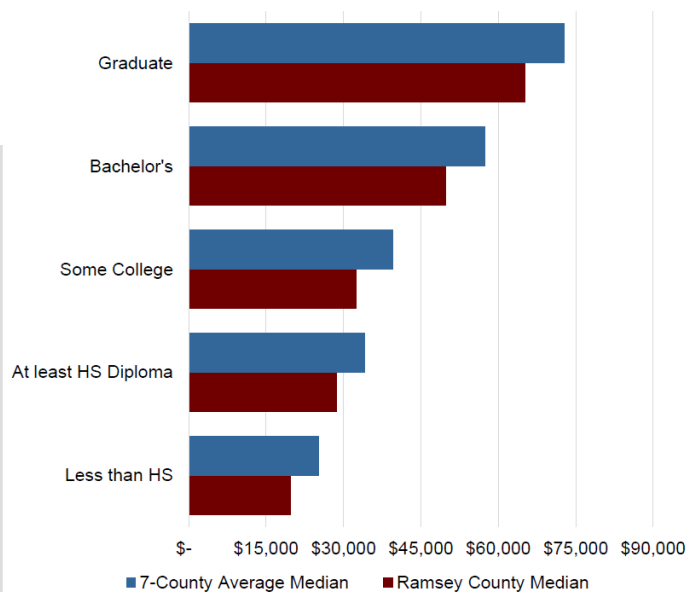
PROSPERITY

Ramsey County workers **earn less at every level of educational attainment** than their neighbors in the surrounding counties.

Ramsey County has **the highest poverty rates for workers at every level of educational attainment** in the Region.

When considering economic development and job attraction, there is a **need to identify and attract employers that pay wages that rise the County's median salary** (even as industrial jobs have disappeared and/or moved to suburbs)

Earnings by educational attainment, 2014



U.S. Census Bureau American Community Survey 1-yr estimates, 2005-2014

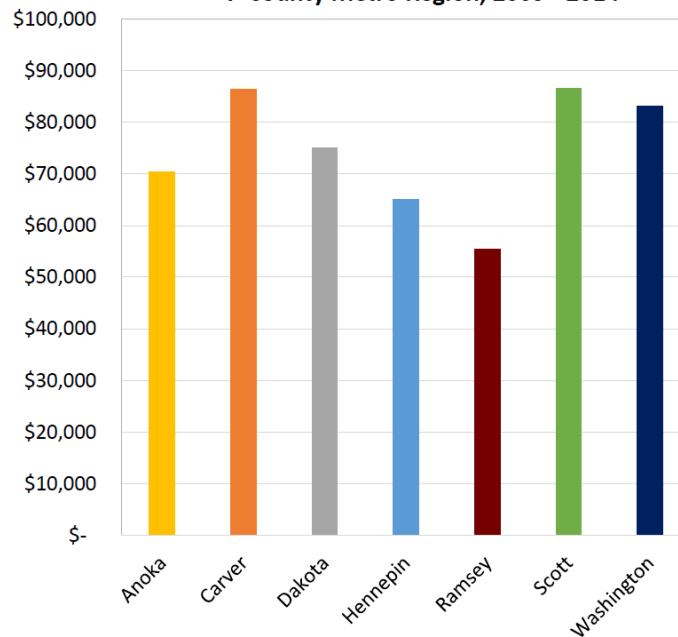


PROSPERITY

When aggregated and compared regionally by county, **Ramsey County residents have the lowest median annual household income across the Region.**

Strong multi-modal connections to great jobs matters! **The Snelling-Midway redevelopment effort provides opportunities to attract those jobs to one of Ramsey County's most transit-connected locations.**

**Median Annual Household Income
7-County Metro Region, 2009 - 2014**



Source: American Community Survey 5-yr estimates, 2009 - 2014

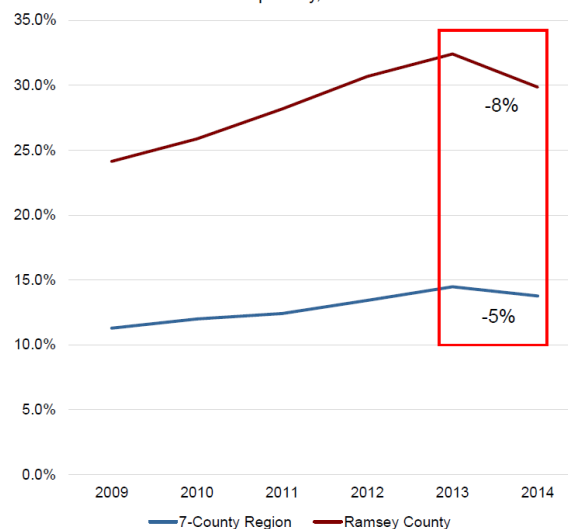


PROSPERITY

Concentrated poverty alleviation in Ramsey County outpaced poverty alleviation in the broader 7-County Region between 2013 and 2014 and demonstrates that, while difficult, progress can be made on these challenging trends and issues affecting Ramsey County residents.

Development in areas like Snelling-Midway are unique opportunities to decrease concentrated poverty and grow resilient, mixed income communities and will be especially strong if developed with community input influencing decision-making.

Percent of residents living in areas of concentrated financial poverty, 2009-2014



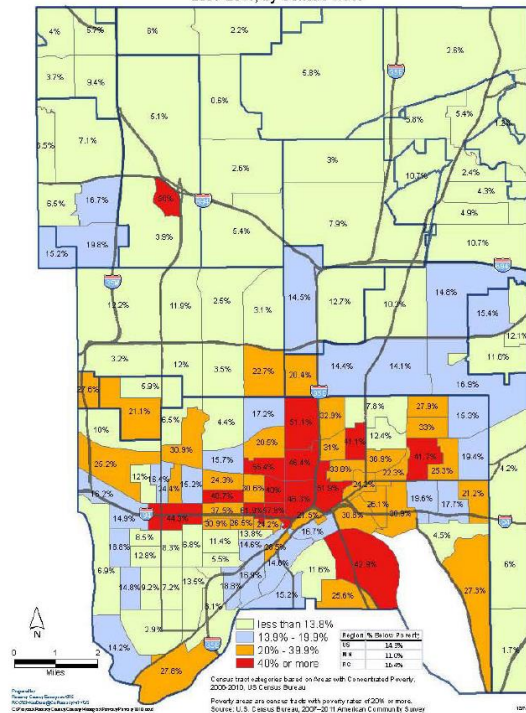


PROSPERITY

The Snelling-Midway redevelopment is focused on investing in one of Ramsey County's highest poverty neighborhoods that has never before experienced so much investment in such a short period of time.

Coupled with the 2014 opening of the Green Line and 2016 opening of the A Line, these new investments at Snelling-Midway are likely to significantly decrease concentrated poverty within the census tract while also fitting in alongside previous (and equally important) affordable housing investments, thus moving toward a more integrated, mixed-income community.

Ramsey County Areas with Concentrated Poverty:
2007-2011, by Census Tract



Dr. Bruce Corrie, Associate Vice President for University Relations and International Programs, Concordia University, presented data and statistics around the buying power within the four district council geographies and the entire metro for the African, Latino(a), Asian, and Native American (ALANA) communities. Highlights of the presentation included the following:

- There is over \$400 million in aggregate income for this selected geography
- ALANA demographic has critical impact on the retail and service sectors in the area
- The African immigrant economic potential study around soccer is significant:
 - ✓ There are over 500 African immigrants across the metro area including the Little Africa area
 - ✓ 20% bought a ticket to a MN United soccer match in the past year.
 - ✓ Oromo community soccer tournament takes place at Central High School
 - ✓ There is strong interest in soccer in immigrant communities acknowledged by Dr. Bill McGuire, the proposed MLS franchise owner

College student market for ethnic food:

What kind of ethnic food would be attractive to you for home/room delivery?		
Answer Options	Response Percent	Response Count
Vietnamese Sandwiches	24.8%	31
Chinese Food	74.4%	93
Mexican Food	60.8%	76
Asian Indian Food	37.6%	47
African Food	24.0%	30
Other	11.2%	14
Other (please specify)		16
answered question		125
skipped question		6
skipped question		3

College student market for cultural experiences:

What kind of ethnic entertainment activity you participated in the last year?		
Answer Options	Response Percent	Response Count
Ethnic Movies	31.5%	40
Ethnic Dance Performance	23.6%	30
Ethnic Theater	13.4%	17
Ethnic Festivals	38.6%	49
None	45.7%	58
Other	1.6%	2
Other (please specify)		3
answered question		127
skipped question		4

- ALANA communities in the area pay at least \$45 million in state and local taxes annually (assuming a tax rate of 11.5 percent as per Minnesota Tax Incidence Study)
- Pioneering strategies leveraging cultural assets as an economic development tool such as Little Mekong, Little Africa and Rondo
- Most of the 300+ ALANA businesses (including businesses in Hmong Town), are micro-businesses with less than 5 employees.
- There has been a sharp increase in Asian businesses along University Avenue from 2005-2012 compared to the period between 1985 – 2005
- ALANA members in Ramsey County pay over \$25 million in monthly rental payments to local landlords and ALANA own \$1.2 billion in residential real estate in Ramsey County

ALANA Income by Congressional Districts and their Political Interests:

- ✓ Senate District 65 - \$829 million
 - ✓ House District 65A - \$480 million
 - ✓ ALANA Voter Exit Poll, 2015 – Top priorities were
Jobs, Achievement Gap, Business Development, Health, Housing
- The Opportunity:
 - ✓ Whites represent 54 percent of the population but 75 percent of the income
 - ✓ This gap is reflected in other economic assets
 - ✓ Development in the Midway with a special focus on the ALANA communities can help close this gap and increase wealth for all
 - ✓ GREATER MSP and its partners desire to retain diverse talent and building cultural assets within the region

Overall Themes and Recommendations

The overall themes and recommendations of the Work Group focused on the following.

Overall themes

- Ensure living wage and quality jobs are available on site including good jobs for union workers
- Job and business retention strategies are important to the site today.
- Desire job creation for people who live in the area
- Anchor tenants are key and so are local and minority-owned businesses
- Recruit businesses with a broad spectrum of job classes across sectors with opportunities at all levels
- Grow and attract local entrepreneurs as a job growth strategy
- Support small, minority-owned and ethnically diverse businesses
- Attract a range of employers and jobs on the site to include service (including daycare), entertainment and hospitality, retail and office/professional services such as high tech software, coding, health, medical and clinic, county, state, federal administration offices, professional associations and lobbyists.
- Maintain/expand healthy food and grocery options
- Provide youth employment opportunities
- Balance the desire for local hiring goals with the desire to streamline the development process and eliminate barriers to development

- Create an ad-hoc local hiring committee that serves as a “one stop shop” for companies and employers seeking local hiring strategies and resources. Consider establishing a satellite workforce center to include DEED business service specialists on site to facilitate the match between employers seeking local hires and specialized training with people seeking jobs at the site.
- Brand and market the area specifically for opportunities at this location.

Provide information and benchmarks

- Establish hiring benchmarks for the larger redevelopment site (i.e. % of local hiring)
- Use local hiring and other compliance requirements when applicable. Use existing local hiring benchmarks, either from Saint Paul Port Authority or Department of Employment and Economic Development (DEED.) Local hiring should reflect demographics of the area.
- Track Information on existing businesses throughout the redevelopment. (i.e. in the event an existing business relocates offsite, track the reason for relocation). Keep an updated inventory of vacancies for relocation assistance. Identify a lead organization for this.
- Keep an inventory of zoning classification for larger parcels in the area (4 district council area) as this can help inform what other complementary/competitive uses are in the area.

Provide and target employment opportunities for area residents

- Based on the key priority industries GREATER MSP has identified, attract businesses that are the best matches at all skill and income levels.
- Provide opportunities for resource and job fairs and marketing of job opportunities.
- Match identified businesses/industries that need job recruitment assistance with correct training and resources.
- Match residents with job placement and training resources for identified businesses/industries
- Create opportunities for Saint Paul youth employment. Include the Right Track program in this strategy
- Employment transitions and training are available to employees of businesses currently on site and can be industry specific.

Support SBE, MBE owned businesses in the area

- Retain and provide opportunities and space for locally-owned, small (SBE) and minority-owned (MBE) and ethnically diverse businesses.

- Pursue affordable rent strategies for small businesses and support community organization efforts to provide alternative commercial real estate models such as co-ops.
- Explore business retention funds, similar to the Ready for Rail forgivable loan program.
- If needed, provide relocation funds via Ward 1's Year Round STAR program
- Investigate Pathways to Prosperity funding
- Support inclusion of business incubator space on site and seek partnerships for this type of space.

Assist prospective employers/support job attraction activities

- Identify median wage and define jobs with career pathways for advancement.
- Attract employers that value and demonstrate racial and cultural diversity and inclusion in their daily practices and hiring.
- Use existing and projected occupational industries of residents to attract/target industries.
- Consider bolstering the Midway "brand" in a way to attract new businesses/employers.
- Use desired mix of job types/sectors on site to attract potential employers.
- Use community asset inventory/market study to attract employers.
- Prioritize employers that provide compensation in line with regional median wages.
- Infrastructure on the site is key, including unified storm water and fiber optic high speed internet

Workforce Services and Job Retention Strategies

A subcommittee of the Strategy Team, the Workforce Partner Team, comprised of workforce and business development professionals that provide multiple services for individuals and businesses, met to discuss the services and resources available for current and new businesses and employees and job seekers. Agencies included Ramsey County Workforce Solutions, Saint Paul College, Lifetrack Resources, Midway Chamber of Commerce and Goodwill Easter Seals. These collaborating organizations are able to provide services that encompass employer engagement, occupational bridging, job and business retention, and outreach. The areas of expertise they bring within the four focus areas of the Work Group's mission are:

Business and Job Retention

- Assist with business and job retention through direct engagement with the employers

Employment Transitions

- Provide and offer Job readiness skills training
- Provide and offer specific industry sector training
- Diploma and certificate program offerings
- Customized training and special packages

Business and Job Attraction

- Increase the opportunity through resource and job fairs
- Assist with proper marketing in order to attract the job seeker or business

Local Employment

- Function as a “connector”
- Facilitate employer engagement

It is recommended this group continue to convene to lead the business outreach to current businesses and employees on site today and to establish the lead agency for the “one stop shop” ad hoc committee, offering local hiring strategies and resources for future business. This group will explore the concept of establishing a satellite center on site to include DEED business service specialists to facilitate the match between employers seeking local hires and specialized training with people seeking jobs at the site. The City of Saint Paul’s Planning and Economic Development Department (PED) will assign a lead staff to work with this group to implement, support and market these activities.

Job Type, Mix and Attraction Strategies

Job attraction strategies providing high quality jobs need to accommodate a wide variety of industries in order to accomplish the recommendations of the Work Group as follows:

- Divide business recruitment strategies into two categories: 1) service, retail, hospitality and entertainment; and 2) business, financial, professional services; health, life science, medical and clinic.

Service, Retail, Hospitality and Entertainment: i.e. daycare, small scale consumer needs, restaurants, bars, bowling alley, hotel, grocery, movie theater, etc.

Business, Financial and Professional Services: i.e. software, coding, county, state, federal administration, professional associations, lobbyists, etc.; and

Health and Life Sciences, Medical and Clinic: health and medical related, back office and clinic, etc.

- Conduct further detailed analysis of these recommended target industries as well as the other targeted industries of GREATER MSP where uses are permitted by zoning such as **Food and Water Solutions**.
- Targeted recruitment strategies and specific job goals can be built from this analysis.
- In coordination with GREATER MSP and DEED, develop a list of local, regional and national companies seeking headquarter or regional offices in these targeted industries.
- Develop a marketing and communications campaign around the recruitment strategy and coordinate outreach with the master developer. Begin implementation.
- Measure the impact of employment and business recruitment success through job counts, average/median salaries for represented industries and property tax base.

Each category will call for different outreach and involvement from partnering organizations. The service, retail, hospitality and entertainment approach should follow best practices in that “retail follows rooftops” in so much that the more people who live and work in the area, the more retail and service can be supported. With this in mind, the recommendation is to first focus on major anchor tenants representing business, financial, professional services; and health, medical, clinic and general office.

There is a desire to see job opportunities at all levels, all starting at a family sustaining wage and a pathway for advancement. While not all entry level good jobs have promotion opportunities internally, a good job will provide individuals new skills that can be applied to new opportunities in the future.

Implementation and Next Steps

The City of Saint Paul and the Department of Planning and Economic Development (PED) will be the coordinating agency for overall economic development services and coordination for business and job retention and attraction strategies.

- PED to coordinate and convene the Workforce Partners and all members of the Strategy Team in providing services and job retention strategies. Workforce Partners to meet with existing business to provide an overview of all services available.
- PED to meet with the owner, RK Midway and their selected master developer to articulate the recommendations and strategies from this plan and to discuss and coordinate how best to work together to support their goals.
- Strategy Team to include representation from the owner, RK Midway, and their selected master developer, DEED, GREATER MSP, Saint Paul Port Authority, Midway Chamber and the Saint Paul Area Chamber of Commerce, Mayor’s Office, Ward 1 Office, and the Union Park District 13 office. The Workforce Partner Team to include Ramsey County Workforce Solutions, Saint Paul

College, Lifetrack Resources, Midway Chamber of Commerce and Goodwill Easter Seals.

Timeframe for Key Activities

Workforce Services and Job Retention Strategies	2016 and beyond
Further Analysis	2016-2017
Marketing of Site for Employment	2016-2018
Business Recruitment	3rd Quarter 2016 -2018 and beyond
Measure Impact of Retention and Recruitment	2016 to 2018 and beyond
Measure Success through Jobs and Tax Base	2018 and beyond

As the lead coordinating agency, the City of Saint Paul's Department of Planning and Economic Development will be supported by:

Activity

Supporting Partners to the City (PED)

Industry/Jobs Analysis	GREATER MSP, DEED, Chambers, Port Authority
Marketing, Communication, Messaging & Strategy	Master Developer, GREATER MSP, DEED
Community Engagement	Ward 1 Office, Union Park District 13 Office
Financial and Technical Tools	DEED, Port Authority, Ward 1, MN Building Trades
Coordination of Economic Development Services	GREATER MSP, DEED, Ward 1, Chambers, Port Authority and Workforce Partners
Industry and Business Recruitment	Owner's representative, Master Developer, GREATER MSP, DEED, Port Authority, Ward 1, Chambers,
Coordination of City of Saint Paul Departments	Department of Planning and Economic Development
Measuring Job & Tax Base Impact	GREATER MSP, DEED