



UNION PARK DISTRICT COUNCIL

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June 2, 2016

Council President Russ Stark
Councilmember Dai Thao
Jonathan Sage-Martinson, Director, Planning and Economic Development
Saint Paul Planning Commissioners
Saint Paul City Hall
15 West Kellogg Boulevard
Saint Paul, MN 55102

Dear Council President Russ Stark, Councilmember Dai Thao, Mr. Sage-Martinson and Planning Commissioners:

The Union Park District Council board passed the following resolution at its regular meeting on June 1, 2016:

The Union Park District Council endorsed its “Midway Center Community Vision Steering Team” report in December 2015. At that time, the Steering Team identified several key issues regarding the potential redevelopment of the Midway Center superblock that are important to the residents and businesses of Union Park.

In January, the City launched the Snelling-Midway Community Advisory Committee (CAC) to provide community input on the Midway Center Master Plan and MLS Stadium Site Plan. As the CAC nears the conclusion of its work, many of the key issues identified by the Steering Team remain outstanding and unaddressed. Critical details about how the redevelopment of the site will impact neighbors and businesses are not yet clear, as are opportunities for future public engagement.

Recognizing that significant redevelopment of the Midway Center site will create actual and perceived negative impacts, Union Park District Council is committed to working with the city on mitigation of these issues, and to engaging the public in the development of solutions. Union Park District Council believes the following issues, among others, still need to be addressed:

- Traffic flow to and from the site, and broader traffic issues created by the development
- Pedestrian safety in and around the site
- Bicycle access to and from the site
- Encouragement of public transit and other non-vehicular stadium access
- Noise and light impacts
- Crime and public safety impacts
- Construction mitigation plans

- Community access to the stadium during non-game times
- Development of a Community Benefits Agreement or similar benefit arrangement
- Transparency in Midway Center development plans
- Utilization of local and minority businesses and workforce in the development
- Support for current businesses in transition
- Evaluation of economic impacts of the development
- Plan for eventual Minnesota United departure

The Union Park District Council will therefore develop a Midway Center Redevelopment Task Force under the Committee on Land Use and Economic Development specifically to partner with the City of Saint Paul, RK Midway and Minnesota United. The Task Force will convene its first meeting before July 1 and will seek to:

1. Serve as a conduit for community engagement and partnership in the planning and construction of the Midway Center site.
2. Advocate for additional opportunities for neighbors to address specific issues identified above.
3. Seek equitable, positive solutions that strengthen the quality of life, business climate and livability of the neighborhood.

Cooperation from the City will be crucial in the efforts of this Task Force. We hope we can count on the City to support our work. If you have any questions, please feel free to contact me.

Sincerely,



Julie Reiter, Executive Director
Union Park District Council

cc: Donna Drummond, Planning and Economic Development
Kady Dadlez, Planning and Economic Development

Snelling-Midway Community Advisory Committee

Report to the Saint Paul Planning Commission, Mayor, and City Council on the Snelling-Midway Master Plan and Stadium Site Plan

May 26, 2016

Background - A site plan for the Minnesota United FC soccer stadium and a master plan for the 34.5 acre Snelling-Midway redevelopment site will soon be presented to the Saint Paul Planning Commission and Saint Paul City Council for review. The goal of the proposed transit oriented development is to create a new urban village surrounding the stadium that includes retail, office, residential, hotel, entertainment, and public open space uses.

To ensure community input was reflected and included in the plans for the proposed development, a Snelling-Midway Community Advisory Committee (SMCAC) was appointed by the Mayor. Input from the community at large was also gathered at public open house meetings held in November, February, and March. An additional public open house is planned for June 7th where people can learn about plans for the development and provide comment on the project's environmental review. Input was also received from Open Saint Paul, the City's on-line public input opportunity. This report highlights the SMCAC's involvement and how its ideas, hopes, and concerns were considered and incorporated into the site plan and master plan. This report also presents community concerns that need to be addressed as the process moves forward and the opportunities that still need championing to be realized as development proceeds.

About the SMCAC - Members of the community who have a stake in the Midway area of Saint Paul - live, work or visit there - comprise the SMCAC. The 21 community members, plus representatives of Minnesota United FC, RK Midway, and the Metropolitan Council, were appointed by the Mayor, selected from a list of 210 applicants who requested to serve. The role of the SMCAC was to:

- Help determine the community needs and desires for the project
- Review plan concepts and provide input on major design elements and themes
- Bring suggestions from community, stakeholders, and respective organizations to the attention of City staff and officials
- Help communicate project progress to community members
- Provide guidance to City staff on final recommendations for the redevelopment site
- Ensure that the full range of issues are discussed during the design process

About the SMCAC Process - The SMCAC held nine meetings from December 2015 to May 2016. SMCAC conversations included discussions of community needs and desires for the redevelopment. The SMCAC also heard presentations on the project plans, designs, and environmental review process and weighed in on what they saw and heard. This input was conveyed to the architects and planners for consideration and incorporation of ideas into the plans.

SMCAC Comments

- The stadium presents a unique and real opportunity to transform an underutilized shopping center into the transit oriented urban village envisioned in the Snelling Station Area Plan.
- While the process allowed us to help shape the vision for the redevelopment of the Snelling-Midway area by providing input as the plans were prepared, we were continually frustrated by the slow pace at which information was forthcoming. This “information gap” made it seem as though the SMCAC and the master plan designers, including the shopping center owner, were involved in separate processes since the designers and owner seldom attended the meetings to present information or respond to questions. We expressed frustration and questioned whether the comments and concerns that were conveyed to the designers were even considered by them.
- Our input was informed by what we heard from community members at public open house meetings and through comments on Open Saint Paul. That being said, the SMCAC believes that there was not enough public engagement and that engagement should have happened earlier in the process. Individuals and groups should have been consulted well before “lines were drawn on paper” when they would have had a real chance to “influence the lines”. In addition, the project website should be improved to make it easier to navigate.
- *Uncertainty* abounds. The review process was challenging due to the project’s fast-paced timeline for the project. From the yet-to-be completed transportation study and environmental review to the unknown timing and phasing of development, there seem to be more questions than answers and not enough time to thoughtfully and thoroughly consider and answer the questions. The details regarding implementation of the master plan have been lacking.
- Given the quick pace at which plans are being developed, there does not seem to be adequate time for thoughtful and thorough evaluation of the plans or their impacts. This leads to a profound *sense of urgency* on our part to make sure we convey to the decision makers our concerns about the redevelopment before final decisions are made. Questions about how transportation, neighborhoods, businesses, and employment will be impacted remain, as do questions about phasing of development and the opportunity for some affordable housing options. Table 2 of this report talks about these concerns in greater detail.
- We feel that to be successful redevelopment must strive to meet the needs of the existing economically and ethnically diverse populations in the surrounding neighborhoods. The redevelopment has the potential to be a tremendous benefit to people in the surrounding neighborhoods if done right. ***The SMCAC is deeply concerned about racial equity and social justice and wishes to keep these concerns front and center in the minds of decision makers, developers, and the property owner as proposals for the site come forward.***
- An efficient transportation system, including safe pedestrian and bicycle connections to transit and the surrounding neighborhoods and access to parking, is an important component of success, especially on event days at the stadium.
- Our comments should help guide development on the site and frame future discussions.

The SMCAC members have appreciated the opportunity to serve and many are willing to continue to be involved, at the request of Mayor Coleman, as specific plans for Snelling-Midway redevelopment come forward.

At the beginning of our work, we expressed the following hopes:

- Walkability for all ages with safe connections to transit and crossings at Snelling and University
- Activities for before and after games that can be enjoyed by people of all ages such as restaurants, bars, cultural activities, and a town center area
- Transformative, yet realistic plans for the area
- Connections to the broader community
- Development that promotes diversity and innovation
- Housing that includes affordable options
- A stadium that is used for more than just MLS games

At the beginning of our work, we expressed the following concerns:

- Outreach needs to happen for all parts of the community so that input comes from all and not just those with the loudest voices
- New development needs to serve the existing community
- Existing local businesses will be impacted; need to be sensitive to this
- Lack of understanding by the community of trade-offs of development and how to convey this
- Traffic and parking impacts need to be identified to minimize neighborhood impacts
- Crime and safety concerns for visitors to the site
- Processes/programming should be available during all stages of development

These hopes and concerns continued to be refined as SMCAC discussions continued and as specific plans for the redevelopment were presented. The summary from each of the SMCAC meetings is available on the project webpage at www.stpaul.gov/midway.

SMCAC Meetings - Initial meetings included a review of existing plans and studies for the area and presentations about site conditions, state requirements for environmental review, and the City review and approval process for new development. Key principles for development were generated as well. Subsequent meetings included presentations on the stadium site plan and master plan and many focused discussions about plan details and impacts. Presentations highlighting results from input at public open house meetings, including input from Open Saint Paul, was also a part of the meetings. The Union Park Midway Center Committee Report was presented and discussed. Metro Transit provided information on service in the area. The Capitol Region Watershed District described stormwater management opportunities for the site. The SMCAC learned about the activities of the Snelling-Midway Jobs Workgroup and received details about the agreements approved by the Saint Paul City Council (land lease and development, use, and budget agreements).

The SMCAC members played an important role in bringing suggestions from the community, stakeholders, and their respective organizations to the attention of City staff and officials and helped communicate project progress to community members.

Additional Outreach – Beyond the SMCAC meetings, community engagement included three public open houses where information was presented and attendees were invited to provide input at topic break-out tables with “dot-voting” and open-ended questions. More than 300 people attended these meetings. Traffic, parking, noise, light, building heights, building design, and residents and businesses being priced out of the neighborhood were some of the more frequent concerns expressed. A fourth public open house is planned for June 7th, details below, and a public hearing at the Saint Paul Planning Commission is scheduled for Friday June 10, 8:30 am in Room 40 City Hall Basement. A public hearing at the City Council is anticipated for early August.

Community input was also received from Open Saint Paul, the City’s online public input opportunity. More than 100 people visited the site or posted comments. Summaries of the input received at the open houses and on Open Saint Paul can also be found at www.stpaul.gov/midway.

Additional engagement occurred at Gordon Parks High School, Saint Paul Central High School, Skyline Tower apartment building, Union Park District Council, Community Action Partnership of Washington and Ramsey County, and a workshop hosted by Little Africa Business & Cultural District of Minnesota. While attendees tended to express support for the proposed plans, they also voiced concerns and asked questions. Many of the concerns and questions are ones that surfaced during SMCAC discussions and relate to gentrification, affordable housing, livable wages, retaining and attracting small, local, and minority owned businesses, and providing stadium access for non-MLS soccer activities, especially in winter months.

Questions about project costs and how redevelopment will impact property and sales taxes were raised as were questions about project phasing and the compressed timeline for community input and involvement. All were interested in the process for recruiting new businesses and employment to the area and some asked how the community can see halal shops and other ethnic businesses in the development.

A desire was expressed to see Minnesota United support youth soccer development, create practice fields, provide service learning opportunities, and opportunities for youth involvement in the stadium. There was also an interest in improved pedestrian and bicycle access and wondering where visitors would park and whether there would be space to tailgate.

Many attendees expressed frustration with public engagement noting that grass roots door-to-door engagement is the only way to engage people in authentic discussion about the project. Some stated that the proposed redevelopment does not feel like it is for people of color who live in the community. They felt “new urban fabric” and other terms being used to describe the redevelopment are racist code words for getting rid of people of color. They also felt that deficit based language is being used to describe existing conditions. For example, use of the term “underutilized” to describe the current shopping center does not acknowledge that people of color go there to shop every day.

Environmental Review - The timeline and process for environmental review (Alternative Urban Areawide Review-AUAR) frustrated the SMCAC members since many of the group's questions and concerns relating to traffic, parking, and pedestrian circulation hinged on the analysis for the AUAR, and specifically, the transportation study. Unfortunately, the draft AUAR and mitigation plan, including the results of the transportation study, were not complete at the time this report was prepared. This presented a great deal of uncertainty for the members. For this reason the SMCAC strongly encourages the Planning Commission and City Council to carefully and thoughtfully review the AUAR analysis and draft mitigation plan to ensure that the outstanding concerns voiced in this report are considered and addressed prior to final approval of the site plan and master plan.

We feel it is important to note that a public open house meeting to review the draft AUAR and mitigation plan during the comment period is planned for June 7, 2016, 7:00 to 8:30 pm, Concordia University – Buenger Education Center, 312 Hamline Ave. N., Saint Paul, MN 55104. The comment period is tentatively scheduled to run from May 30 – June 29. All substantive comments from the public must be responded to as part of this process.

Snelling-Midway Jobs Strategy Workgroup – The Workgroup was convened in January 2016. Its mission is to maximize the retention and attraction of jobs and businesses on the Snelling Midway site and in the surrounding area. This economic development partnership from the public and private sectors prepared a report for the Planning Commission as well. The overall themes and recommendations from the Snelling Midway Jobs Strategy Report, May 2016, are attached in Appendix A.

Master Plan – The master plan provides guidance for site redevelopment and infrastructure projects, both public and private, so that they contribute to achieving the long-term vision for the Snelling-Midway site. By not being too prescriptive, the master plan allows for flexibility in what the development will look like.

The master plan represents a vision of the type and amount of development the site could accommodate at full build-out based on what is allowed by existing zoning and the comprehensive plan. The master plan specifies where new public open spaces and streets will go and how the street rights-of-way will be designed to serve pedestrian, bicycle and vehicle traffic. The master plan also determines uses, maximum density and scale. The exact density and mix of uses of the private development actually built on the site will be determined by what the master plan allows and what market forces make feasible. Appendix B includes a memo with detailed answers to questions the SMCAC had about the proposed redevelopment and process, particularly related to phasing and scale of future development. Appendix B also includes background information explaining and illustrating density and floor area ratios, including examples of existing properties along University Avenue.

In addition to being consistent with the master plan, all development on the site, including both public facilities and private development must be consistent with T4 (Traditional Neighborhood) zoning. T4 zoning sets general uses, minimum densities, and scale in terms of building heights. Traditional neighborhood zoning districts also include design standards related to: land use diversity; landscaping; entrance locations; door and window openings; materials and detailing; screening; parking location and design; and sidewalks.

All new private development must go through the site plan review process before it is built (in part, to make sure it is consistent with the master plan and zoning). The Planning Commission has the option to hold a public hearing to gather community input on any site plan and is likely to assert its right to do so for future development on the superblock. If plans do not meet requirements of T4 zoning or the master plan a variance of either the zoning requirements or a modification of the master plan would be needed. These processes require a public hearing and provide an opportunity for community input.

As a result of input provided by the SMCAC and the community, the stadium architect and master planner developed the following design principles to guide the site plan and master plan:

- Transit oriented development – pedestrian first walkable neighborhood
- Amending the street grid and urban fabric with walkable block dimensions
- Emphasis on public open spaces, parks, bike path, four season use
- Mixed-use with 24-7 active retail street fronts
- Sustainable storm water management with green infrastructure and sustainable landscape

The architects and planners noted desirable features for the site such as green space adjacent to the stadium, a dynamic and active neighborhood around the stadium, and a partial roof covering for light and noise abatement and weather protection.

The key goals and principles for the development expressed by the SMCAC are identified in Table 1, along with a summary of how the stadium site plan and master plan respond to them.

Table 1: Key Goals and Principles for Development*

Key Goals and Principles Expressed by the SMCAC	How the Stadium Site Plan and Master Plan Respond to the Goals and Principles
Vision for the site should be transformative and realistic	Stadium, street and block pattern, green/open space, broadened mix of uses, and increased density are transformative; market forces will determine what is actually built
Create a unique destination for the neighborhood and region that provides activities for visitors before and after games	Stadium, green/open space, shops, restaurants with outdoor dining, and hotels make for a unique destination for everyday use by neighbors and for visitors from the region and beyond
Increase the density of development	Planned density of site development will be increased, including multi-story office and residential buildings atop retail uses at street level; T4 zoning and the master plan will guide development
Broaden the mix of uses	Planned uses include office, retail and restaurant, residential, hotel, cinema, and fitness in addition to the stadium and green/open space
Promote buildings with active uses and transparency at street level	Retail uses planned at street level throughout most of the site

Key Goals and Principles Expressed by the SMCAC	How the Stadium Site Plan and Master Plan Respond to the Goals and Principles
Create an urban street block pattern that is walkable for people of all ages	Superblock broken into smaller city blocks, weaving the new pattern with the existing streets and incorporating wider sidewalks along Snelling and University and internal sidewalks and dedicated bike lane through the site
Connect to the boarder neighborhood and community	Creating smaller block sizes with sidewalks introduces a human scale to the site that makes a connection to the broader neighborhood and broadened mix of uses appeal to wider community
Design to facilitate walking, biking, and transit use; pedestrian access to the site from existing neighborhoods must feel safe and be walkable with pedestrian scale lighting	Sidewalks and an east-west bike lane established within new block pattern aid walking and biking; wider sidewalks on Snelling and University and a plaza at the intersection to enhance access to transit and pedestrian realm; landscaping and lighting is a component
Easy access for shopping	New street pattern with on street parking, underground parking, bike lane, and sidewalks allow for easy access
Develop high quality green/open spaces that serve as community focal points all year round; provide pedestrian only areas	“Midway Square” on the south side of University and “Victory Plaza” internal to the site are anticipated to be community focal points that are active all four seasons and pedestrian only areas
A stadium partially below grade could make the scale of the structure more in keeping with surrounding development; limit light and noise from stadium	Stadium pitch is designed to be about 15 feet below grade; stadium height will be about 70 feet above grade; stadium roof designed to limit noise and ambient light
Building and development design should be unique and urban; a suburban look and feel should be avoided	Stadium is a unique design appropriate for an urban setting; future buildings must meet traditional neighborhood zoning and master plan design and dimensional standards
A variety of parking options is important (on street, underground, and ramps); parking should be integrated into buildings and wrapped with active uses	On-street parking is provided; off-street parking is proposed to be underground or in the upper levels of buildings and designed with exterior wall treatments, detailing, windows, and materials that screen the view of vehicles and relate to existing adjacent buildings

* The SMCAC met nine times from December 2015 through May 2016. The key goals and principles arose from discussions about a vision for redevelopment and were fine-tuned as details of the site plan and master plan emerged. The SMCAC met twice in 2015, December 3 and 17 and seven times in 2016, January 7, February 4, and 18, March 3 and 31, April 28, and May 26. The meeting summaries can be viewed at www.stpaul.gov/midway

Beyond the details of the plans for the built environment noted in the table above, there are many outstanding concerns and questions the SMCAC has about how the development will function and what the impact will be to the surrounding neighborhoods. These are presented in Table 2. **The SMCAC is deeply concerned about racial equity and social justice and wishes to keep these concerns front and center in the minds of decision makers, developers, and the property owner as proposals for the site come forward.**

Table 2: Outstanding Concerns**

Key Concerns about Site Operation and Implementation Expressed by the SMCAC	What Success Looks Like and How It Will Be Implemented (in italics)
Considering the increased traffic anticipated from the new developments on the superblock, will pedestrians of all ages and abilities be able to cross Snelling and University Avenues and access transit safely?	Success is safe connections to transit and crossings at Snelling and University. The AUAR will analyze pedestrian circulation and the mitigation plan will identify needed improvements to infrastructure or operations. <i>Needed improvements to infrastructure identified in the mitigation plan must be implemented to achieve success.</i>
Where will transit users queue on event days and how will they access trains and buses safely?	Success is smooth, safe, and efficient flow of pedestrians to trains, buses, and BRT on event days. The AUAR will analyze pedestrian circulation and queuing needs. The mitigation plan will identify needed traffic control, operations, and infrastructure measures on event days. <i>Needed traffic control, operations, and infrastructure measures on event days, identified in the mitigation plan, must be implemented to achieve success.</i>
Traffic congestion is going to be a problem with all the new development at the superblock, especially on event days.	Success is being able to clear the area surrounding the stadium of event traffic within the shortest timeframe possible. The AUAR analyzes vehicular circulation. The mitigation plan will identify needed improvements to infrastructure or operations to maximize clearing event traffic as soon as possible. <i>Needed improvements to infrastructure or operations to maximize clearing event traffic in soon as possible, as identified in the mitigation plan, must be implemented to achieve success.</i>

Key Concerns about Site Operation and Implementation Expressed by the SMCAC	What Success Looks Like and How It Will Be Implemented (in italics)
<p>Neighborhood impacts relating to:</p> <ul style="list-style-type: none"> - Stadium lighting - Stadium noise - Spillover parking into neighborhoods - Building heights and possible shading 	<p>Success is a stadium that does not contribute to noise or light pollution and development that does not result in casting shadows on nearby residential properties. Success is also an ongoing community discussion to identify ways to address spillover parking in neighborhoods on event days. The mitigation plan will discuss how remote parking will be used. The AUAR will analyze stadium light and noise as well as traffic noise. The mitigation plan will identify any needed improvements to design and operations to mitigate adverse effects. The master planners plan to do a shadow study to identify impacts of tall structures on surrounding residential properties. <i>Needed improvement identified in the mitigation plan must be implemented to achieve success.</i></p>
<p>The stadium and nearby development will impact the surrounding neighborhood daily. Litter is anticipated to be an issue. Stray shopping carts in neighborhoods are, and will likely continue to be, a problem. Other neighborhood issues will arise and need to be addressed in a timely fashion.</p>	<p>Success is having the soccer team and shopping center owners responsive to neighborhood issues related to events and site operations. <i>Designate a neighborhood liaison, a point of contact for neighborhood concerns and complaints. A fund to help address these neighborhood issues could be set up by the soccer team and the shopping center.</i></p>
<p>Maximize business retention, especially of locally owned small businesses and minority owned businesses; concern is that some may be priced out of the new development.</p>	<p>Success is having any business that wants to stay to be able to stay. <i>The existing shopping center owner intends to offer space in the new development for any of the existing businesses that would like to locate there; Snelling-Midway Jobs Strategy Workgroup was created to maximize the retention and attraction of jobs and businesses.</i></p>
<p>Maximize business attraction, especially of locally owned small and minority owned businesses; future businesses should serve the needs of existing residents; a variety of commercial space options should be available for a variety of occupants and tenants, with an emphasis on smaller retail spaces to accommodate small local businesses.</p>	<p>Success is a thriving commercial community with a mix of business types and sizes, especially for small, local, and minority owned businesses; the Snelling-Midway Jobs Strategy Workgroup was created to maximize the retention and attraction of jobs and businesses. <i>Its recommendations should be implemented to achieve success.</i></p>
<p>Emphasize employee retention and attraction; provide high-quality (living wage) jobs available to local residents.</p>	<p>Success is a thriving commercial and office community that hires existing employees and attracts high quality jobs (living wage) for local residents; Snelling-Midway Jobs Strategy Workgroup was created to maximize the retention and attraction of jobs and businesses. <i>Its recommendations should be implemented to achieve success.</i></p>

Key Concerns about Site Operation and Implementation Expressed by the SMCAC	What Success Looks Like and How It Will Be Implemented (in italics)
Support residential development that is affordable to a range of incomes.	Success is a mix of housing types, sizes, and price ranges, a portion of which is affordable. <i>Actively encourage developers to build affordable housing units as a component of new residential development on the site, and direct affordable housing public financing as necessary to achieve this.</i>
A stadium that is not just for major league soccer games.	Success is having the stadium available for youth, high school, community, and college soccer matches. <i>The Team offers use of the stadium for important community soccer matches.</i>
Make soccer available to all with affordable ticket prices.	Success is affordable ticket prices (\$10-\$30), youth group sales, and student ticket prices. <i>The Team offers an affordable ticket program enabling community members to attend matches who otherwise could not afford to.</i>
Will the scale of proposed development be supported by the market?	Success is a high density mixed use urban village. <i>The SMCAC supports the density shown in the concept master plan and endorses the target floor area ratios to achieve that level of development.</i>
Outreach needs to happen for all parts of the community so that input comes from all and not just those with the loudest voices; bring the discussion to more people of color (residents of Skyline Towers, Little Africa businesses, church communities).	Success is a process that engages many people, including communities of color; SMCAC members helped to communicate project progress to the community members they represented; a SMCAC member, with City staff, conducted additional outreach to Gordon Parks High School, Central High School, Skyline Tower, Little Africa Business & Cultural District of Minnesota, and Community Action Partnership of Ramsey Washington Counties. <i>Continued community engagement is needed to build on the work done by the SMCAC.</i>
Crime and personal safety should be a priority given the scale of development and the number of people who will be coming to the site.	Success is locating a police annex within the new development. <i>The Police Department actively considers establishing such an office.</i>
Offer more opportunities for questions and answers at open house meetings.	Success is allowing for questions and answers at the next open house meeting on June 7 th .
There is the potential that redevelopment of the Midway Shopping Center does not happen and the stadium is surrounded by a sea of surface parking.	Success is development of a vibrant, mixed use urban village around the stadium site that is consistent with the master plan and offers activity all during the year, not just on game days. <i>RK Midway actively solicits development partners and tenants to achieve a mix of uses that results in an area that is vibrant year-round.</i>

Key Concerns about Site Operation and Implementation Expressed by the SMCAC	What Success Looks Like and How It Will Be Implemented (in italics)
What is the timeline for development phases and what will the site look like in the interim after stadium construction but before full master plan build-out?	Success is using the master plan guidelines and zoning standards to shape the scale and look of development as it occurs. Each element of any proposed new development will need to function successfully on its own.
The green space/parkland is planned to be publically owned but privately maintained; this should not impede public access whenever the green space/park land is open.	Success is green space/parkland that is available to the public whenever the green space/parkland is open. <i>The City, Team and RK Midway will work to negotiate agreements that achieve this goal.</i>
Accessibility (complying with specific code requirements) and usability (implementation of accessible features and requirements) for all visitors should be a priority.	Success is ensuring that accessibility standards and usability best practices are employed. <i>Success includes timely snow removal along sidewalks, particularly at corners and curb cuts.</i>

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Snelling-Midway Community Advisory Committee Members

Abdi Barkat

Greg Nielsen

Rick Birdoff*

Noel Nix

Jon Commers**

Jonathan Oppenheimer

Julia Donnelly

Julie Padilla – Co-Chair

Gene Goddard

Adrian Perryman

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Gerard Lagos

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Becky Landon

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Rob McCready

Kirk Wythers

William W. McGuire, M.D.*

John Young

Daud Mohamed

* Developer/Property Owner Representatives

Eric Molho – Co-Chair

**Metropolitan Council Representative

Appendix A

Snelling Midway Jobs Strategy Report: Overall Themes and Recommendations

Snelling Midway Jobs Strategy Report, May 2016

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 locally owned and minority 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 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/grow 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 rebranding the "Midway" to attract new businesses/employers.
- Use desired mix of jobs 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

Appendix B

Memo to SMCAC and Floor Area Ratio Examples



CITY OF SAINT PAUL
Christopher B. Coleman, Mayor

25 West Fourth Street
Saint Paul, MN 55102

Telephone: 651-266-6700
Facsimile: 651-266-6549

Date: May 11, 2016
To: Snelling-Midway Community Advisory Committee
From: Donna Drummond, Planning Director, PED
Subject: Questions about Snelling-Midway Redevelopment

At the last CAC meeting, there were many questions and concerns about the proposed redevelopment and process. Questions about phasing and scale of future development were prominent. This memo attempts to answer some of those questions and provides background information on the role zoning and the master plan will play in the development process. Marketing the site and the phasing of development is also addressed.

Q: How can we have confidence that what is proposed is what will be developed? We are concerned that the scale of development presented may not be what is actually built.

The master plan represents a vision of the type and amount of development the site could accommodate at full build-out based on what is allowed by existing zoning and the comprehensive plan. The master plan specifies where new public open spaces and streets will go and how the street rights-of-way will be designed to serve pedestrian, bicycle and vehicle traffic. The master plan also determines uses, maximum density and scale. The exact density of the private development actually built on the site will be determined by what the master plan allows and what market forces make feasible.

In addition to being consistent with the master plan, all development on the site, including both public facilities and private development must be consistent with T4 (Traditional Neighborhood) zoning. T4 zoning sets general uses, minimum densities, and scale in terms of building heights. Traditional neighborhood zoning districts also include design standards related to: land use diversity; landscaping; building heights; entrance locations; door and window openings; materials and detailing; screening; parking location and design; and sidewalks.

All new private development must go through the site plan review process before it is built (in part, to make sure it is consistent with the master plan and zoning). The Planning Commission has the option to hold a public hearing to gather community input on any site plan and is likely to assert its right to do so for future development on the superblock. If plans do not meet requirements of T4 zoning or the master plan a variance of either the zoning requirements or a modification of the master plan would be needed. These processes require a public hearing and provide an opportunity for community input.

Q: How is the scale of future development determined?

The master plan establishes the maximum amount of development that would be allowed on the site and represents a “most dense” scenario. The underlying T4 zoning sets a minimum development threshold with a floor area ratio (FAR) of 1.0. Future development will fall somewhere between the

“most dense” scenario and the 1.0 floor area ratio. In the proposed master plan, the FARs for individual blocks are generally in the 4.0-5.0 range. See the attached information showing how FAR is calculated and the proposed master plan FARs. Also included in the attached are example buildings along the Green Line with their FARs to illustrate what development at various FARs looks like. *Floor area ratio is the total floor area of all buildings or structures on a lot divided by the area of the lot.* A building with a lot of surface parking will generally have a low floor area ratio.

Q: *Is the site being marketed? How and by whom?*

RK Midway has been actively marketing the site. RK Midway has been working with its existing tenants to find potential locations in the new development. RK Midway has also talked with several potential new tenants and is working with United Properties to market the site to potential office tenants. In addition, the Minnesota United owners have been talking with potential developers and tenants that are compatible uses for the stadium.

New development can be identified at any time. However, new development cannot begin until the master plan and a site plan are approved.

Q: *Why has it taken so long to get information from the design teams about what development might look like at year of stadium opening or a few years after that?*

Phase 1 scenarios are just beginning to emerge as the exact layout of the stadium site is determined, interest in the site grows, and the potential market created by the new stadium is known. In addition, negotiations between property owners, developers, and potential tenants are typically confidential as the parties do not want to make dealings public until details are worked out. The development process can be unpredictable and is often characterized by uncertainty. Until more information is known, reliable projections about phasing and scale of development will be up in the air. Once the team’s requests from the state legislature relating to the stadium are approved, we expect there will be more certainty surrounding the stadium portion of development, including phase 1 scenarios, and we anticipate subsequent interest in development of the balance of the site will begin to firm up.

Q: *How has CAC and community input been provided to the design teams? They are seldom present at our meetings.*

From the beginning, the design team used public input to inform plans for the site. The Snelling Station Area Plan first and foremost lays the foundation for the mixed use urban village proposed for the superblock. As part of the Comprehensive Plan, the Station Area Plan is the result of a public process that expresses a community vision for the area. The Snelling station area vision states,

A vibrant commercial center, both a city-wide destination and local needs hub, that successfully hosts and connects a multitude of uses. These could include corporate headquarters, retail stores, community services, local businesses, residential development, and cultural and entertainment destinations – all structured within a pattern of streets, blocks, and green gathering spaces that promote safer, more active streets and balanced options for movement and increased economic vitality.

The design principles that guide the design teams’ work are informed by input provided by the Station Area Plan as well as input from the CAC and community members at open house meetings and at Open Saint Paul. City staff assembled notes from each CAC discussion and sent them to the design teams and also had several telephone conversations conveying the information. In addition, a representative from S9 Architecture attended several CAC meetings and one community open house to present information about the master plan, listen to comments and concerns, and answer questions.

Q: *How much of the existing retail will remain on site in 2018 when the stadium is opened?*

Of the 326,191 square feet of existing retail on site, approximately 125,000-130,000 will remain at the time of stadium opening in March 2018. The exact amount and the extent of business relocations from out buildings (such as McDonald's, Perkins, and Big Top Liquor) that will occur by stadium opening is not yet known and is subject to on-going planning and negotiations. It is unknown exactly how much retail would be included in a first mixed use building on Snelling, but the master plan shows first floor retail square footages that range from 43,700 – 93,000 sq. ft. per block along Snelling. Total retail square footage shown in the master plan equals 421,100 sq. ft., in addition to 1 million sq. ft. of office, 620 residential units, and 400 hotel rooms.

Floor area ratio (F.A.R) definition and diagrams.

The underlying zoning district of the Snelling Midway Site is T4, traditional neighborhood. The T4 zoning district has a minimum floor area ratio of 1.0 for lots over 25,000 square feet in light rail station areas. Below is the floor area ratio zoning code definition and diagrams illustrating floor area ratios.

Floor area ratio Saint Paul zoning code definition:

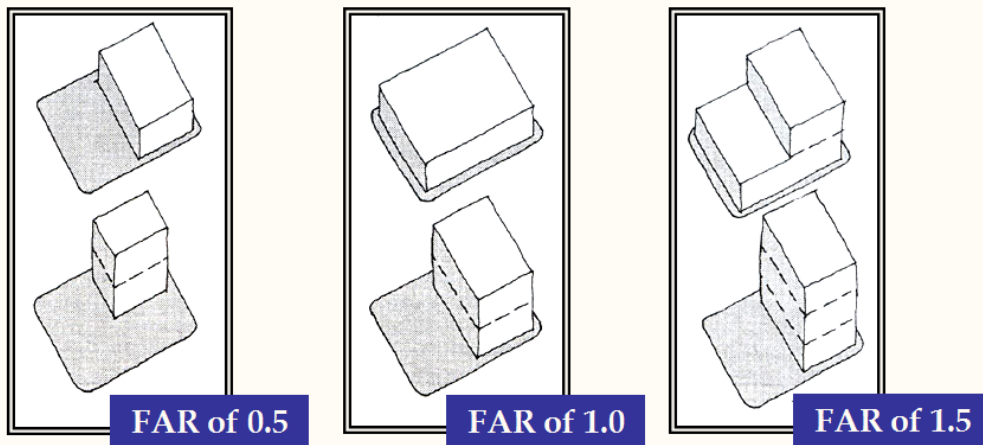
Floor area ratio (F.A.R.) The total floor area of all buildings or structures on a zoning lot divided by the area of said lot.

F.A.R Diagrams:

FLOOR AREA RATIO (FAR): DEFINED

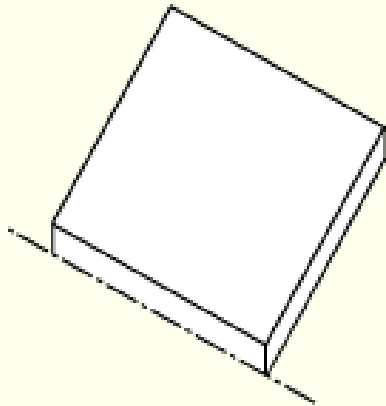
Floor Area Ratio (FAR) is a measure of development density. Higher FARs equate to more dense development of a parcel.

$$\text{Floor Area Ratio} = \frac{\text{Building Space Square Footage}}{\text{Land Square Footage}}$$

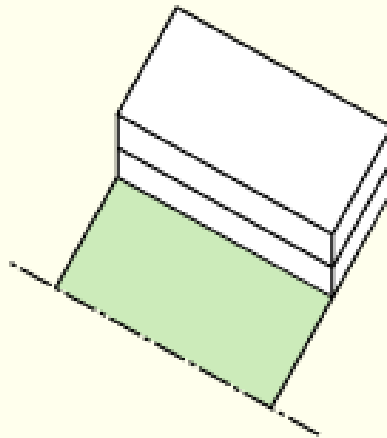


Floor Area Ratio (FAR)

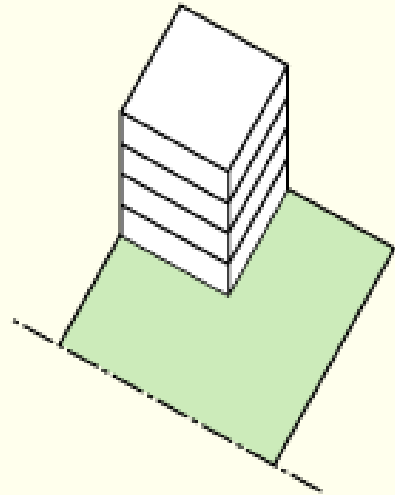
1:1 Ratio



1 story
(100% lot coverage)



2 stories
(50% lot coverage)



4 stories
(25% lot coverage)

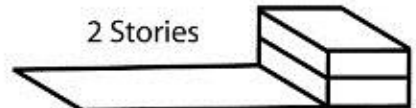
Exhibit 23.84A.012 A

Floor Area Ratio

0.5 FAR

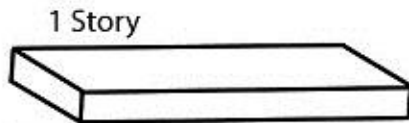


1 Story

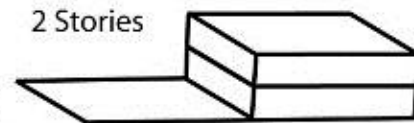


2 Stories

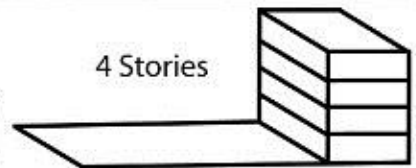
1.0 FAR



1 Story

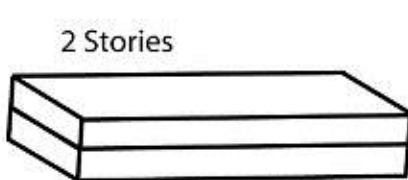


2 Stories

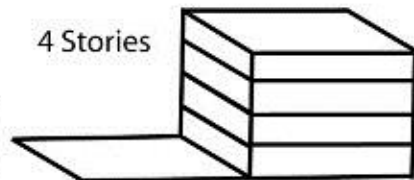


4 Stories

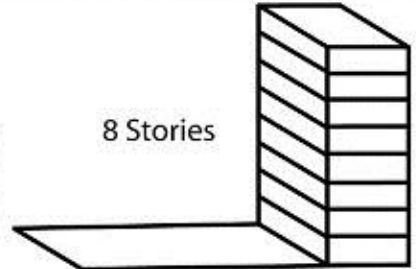
2.0 FAR



2 Stories



4 Stories



8 Stories

Entire Lot Area

Half Lot Area

Quarter Lot Area

Snelling-Midway F.A.R calculations

Block A

- Lot area is roughly 81,900 sq. ft.
- 350,000 sq. ft. of office and 79,600 sq. ft. of retail are proposed for this block.
- 429,000 sq. ft. of commercial development / lot area of 81,900 sq. ft. = **5.2 floor area ratio.**

Block B

- Lot area is roughly 81,900 sq. ft.
- 300,000 sq. ft. of office and 93,000 sq. ft. of retail are proposed for this block.
- 393,000 sq. ft. of commercial development / lot area of 81,900 sq. ft. = **4.7 floor area ratio.**

Block C

- Lot area is roughly 80,000 sq. ft.
- 350,000 sq. ft. of office and 43,700 sq. ft. of retail are proposed for this block.
- 393,000 sq. ft. of commercial development / lot area of 80,000 sq. ft. = **4.9 floor area ratio.**

Block E

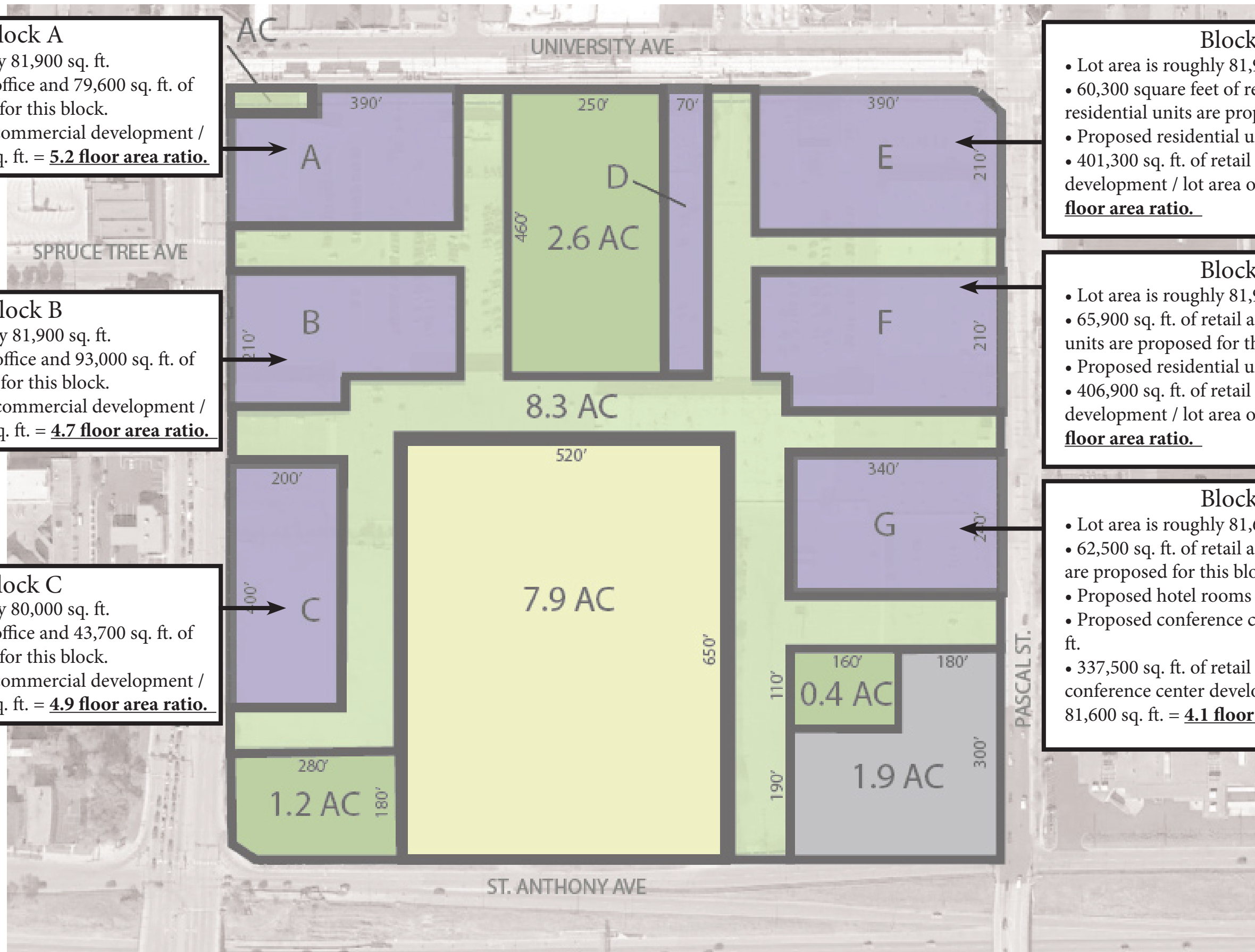
- Lot area is roughly 81,900 sq. ft.
- 60,300 square feet of retail and 310 residential units are proposed for this block.
- Proposed residential units are 1,100 sq. ft.
- 401,300 sq. ft. of retail and residential development / lot area of 81,900 sq. ft. = **4.9 floor area ratio.**

Block F

- Lot area is roughly 81,900 sq. ft.
- 65,900 sq. ft. of retail and 310 residential units are proposed for this block.
- Proposed residential units are 1,100 sq. ft.
- 406,900 sq. ft. of retail and residential development / lot area of 81,900 sq. ft. = **5.0 floor area ratio.**

Block G

- Lot area is roughly 81,600 sq. ft.
- 62,500 sq. ft. of retail and 400 hotel rooms are proposed for this block.
- Proposed hotel rooms are 625 sq. ft.
- Proposed conference center is 25,000 sq. ft.
- 337,500 sq. ft. of retail and hotel and conference center development / lot area of 81,600 sq. ft. = **4.1 floor area ratio.**



FLOOR AREA RATIOS

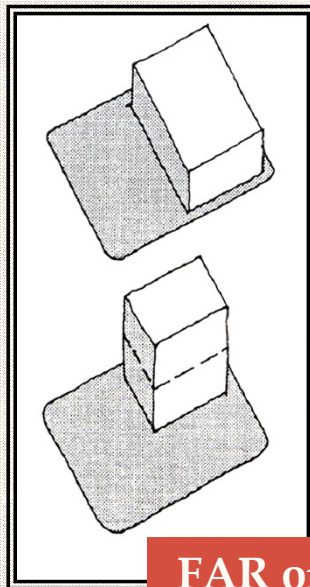
Examples of Existing Properties Along University Avenue



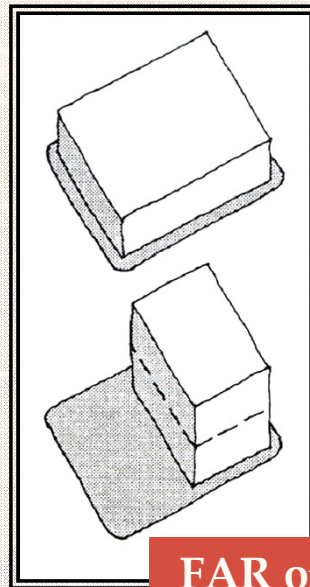
FLOOR AREA RATIO (FAR): DEFINED

Floor Area Ratio (FAR) is a measure of development density. Higher FARs equate to more dense development of a parcel.

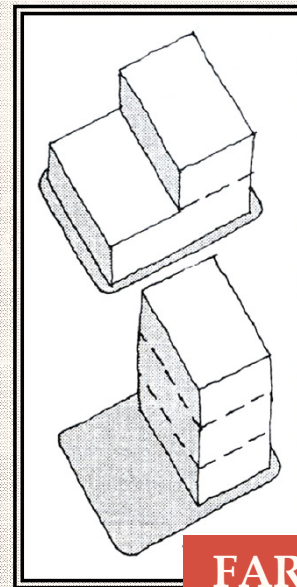
$$\text{Floor Area Ratio} = \frac{\text{Building Space Square Footage}}{\text{Land Square Footage}}$$



FAR of 0.5



FAR of 1.0



FAR of 1.5

Source: Met Council Diagram

CASE STUDIES



W. E. MOWREY CO.

1435 University Avenue

Floor Area Ratio (FAR): 2.12



MENARD'S

Prior & University Avenues

Floor Area Ratio (FAR): .51

CASE STUDIES



WESTERN BANK

663 University Avenue

Floor Area Ratio (FAR): .38



CVS PHARMACY

Snelling & University Avenues

Floor Area Ratio (FAR): .36

CASE STUDIES



AUTO ZONE

1075 University Avenue

Floor Area Ratio (FAR): .19



NE BLOCK AT UNIVERSITY & SNELLING

Floor Area Ratio (FAR): 1.36

CASE STUDIES



MIDWAY BOOKS

Snelling & University Avenues

Floor Area Ratio (FAR): 2.86



TARGET

Hamline & University Avenues

Floor Area Ratio (FAR): .37

CASE STUDIES



HAMLIN STATION

Hamline & University Avenues

Floor Area Ratio (FAR): 2.1



FROGTOWN SQUARE

Dale & University Avenues

Floor Area Ratio (FAR): 1.0

Appendix C

Statements of Individual SMCAC Members Who Chose to Submit Personal
Statements

My name is Adrian Perryman and I am on the Snelling-Midway Community Advisory Committee. I currently live in the Hamline-Midway neighborhood and I have lived in the St Paul all of my life. Growing up in this community was great but there were a lot of things that the area did not offer. As an adult I can go where I need to but as a child all the way up to my college career at Concordia, my ability to get around was limited. I admired the other parts of the twin cities that had easy access to various forms of entertainment, dining, public art, unique park spaces, and more.

My ongoing joke throughout this process is that I am trying to get a chipotle in the Midway. There is some seriousness to that because I would prefer to stay in my neighborhood and walk or bike somewhere versus driving to another neighborhood or city. I would like those in the community to be able to experience things that will enrich their lives. Seeing a movie, going to an athletic event, eating at Chipotle, etc may seem like a common waste of time to most but I have met students who never had the ability to take part in any of these things. That movie may inspire them to be a scientist, that game may give them a relatable story to connect with their classmate, that chipotle may give someone the entrepreneurial spirit or inspire them to pursue the culinary arts.

Ultimately I want this plan to become reality. This location can be so much more than is actually is. Decades of walking, biking, and driving by empty storefronts, empty parking spaces, and completely unused land gets old. We have someone seriously willing to invest in this space and who knows when we will have an opportunity like this again. People can spin the costs and tax revenue a million different ways to try and sway people one way or the other. I pay taxes for the benefit of the people. Taxes support schools and I don't have kids. Taxes pay for roads I don't drive on. Taxes pay for politicians that sometimes don't get things done 😊. I understand that but I know the goal is to benefit the community and that is what I think this plan will do. If the alternative is what we have now then I am 100% in support of this plan.

There are kinks that need to be worked out and I hope that the community is involved throughout the process. The committee was made up of a great group of people that brought up ideas that I would have never thought of. It is important that this continues. Involving the community makes it easier for the end product to be something that the community will enjoy and support. Ultimately this plan should benefit the community and if the community is not involved in the process a large opportunity will be missed.

Thank you for your time and I look forward to enjoying this site for years to come.

5-20-2016

RE: Snelling-Midway Super Block Redevelopment

Dear St. Paul Planning Members,

I wanted to communicate my support for the Snelling-Midway super block redevelopment. Having been living and working in the midway for over 20 years. I believe the value of the new superbloc design will significantly enhance the quality of life for the current and future neighborhoods surrounding the space. Further, recognizing that the task for the council was to provide feedback toward the Master Plan of the stadium site and superbloc area, I realize that it was outside our boundary to ensure specific items were operationally addressed. I endorse the 12 block urban village concept and feel that if implemented around the master plan as proposed the region and city will greatly benefit from the increased vitality and growth.

Having participated on the council along with attending several of the open house sessions as well as reviewing the online input, it is my judgement that there is overwhelming community support for the renovation of the space moving it from its current "Strip Mall" and "empty bus barn dirt lot" community experience toward a 12 block urban village concept with a MLS stadium.

Throughout the process, the ebb and flow of information was dynamic and at times there were delays as the architects and their teams worked various designs to meet the needs of the property owners and the stadium needs. Key concerns and opportunities that were shared and observed through the process were concerns around traffic and parking; game day implications; engagement of local businesses; support for the diversity of business footprints and functions as well diversity of housing options and finally the overall accelerated timeline.

It is important to note that the current location is perhaps the most opportune location as it affords public and private transportation from numerous modalities (car, train, Public and private bussing). While a great deal of attention was drawn toward the parking concerns, city staff confirmed that the proposed plan meet parking code needs without making the area a sea of parking. The encouragement to use public transportation during event days will greatly limit this concern once the project is realized (similar to what we have seen with the Saint's Stadium and the University of Minnesota Football stadium).

There was significant support for the large green space/park that could be programed year round and afford community interaction. Additionally, I heard from businesses that the multifaceted facilities in the super block afford significant opportunities for local, small and national businesses to thrive and support the neighborhood. Also the community concerns about the opportunity for existing businesses to be a part of the new design were raised and address by the property owners who appear to be working hard to include them in the future.

City staff, architects and other presenters were very professional and worked tirelessly to engage the broader community along with addressing the operational timeline and owner's timeline expectations. I recognize that some opportunities require expedited timelines to be in a position to take advantage of the opportunity. While the process has been shorter than other projects in the past, I do feel that there have been significant and varied opportunities for local residents, business owners and other interested parties to participate in the process.

Sincerely,



Eric E. LaMott

May 15, 2016

To whom it may concern,

I came into this process as a member of the Community Advisory Committee with great optimism for the development of the Midway site – both the proposed soccer stadium and the RK Midway development – and I remain cautiously optimistic about the kind of transit-oriented, high-density development that will occur in the coming years. I hope that in 5 years we will look back on the ways in which this superblock has been dramatically transformed and represents a vibrant, welcoming commercial and residential entrance to the Hamline Midway neighborhood – something that has been sorely lacking for far too long. That said, my greatest fear is that we will have a shiny soccer stadium 5-10 years out, alongside the same massive surface parking lots that we find there today. And while I fully recognize that no one can make any guarantees about whether private development will be spurred by a stadium (or if any subsequent development is a result of the stadium), I would feel much better about the stadium if I had confidence that, if all the neighborhood ever gets is a new stadium, that we residents at least stand to benefit in meaningful ways from the City's investment in the site. And as the situation stands now, I do not have that confidence. More must be done.

The reality is that this entire process was rushed, and now we are left to be reactive, rather than proactive in many ways. I share the sentiments expressed by Councilmember Jane Prince, who recently stated publicly that there was not sufficient time to make sense of the contract the City entered into in early March with Minnesota United. And where I feel this is most unfair to the residents of St. Paul is that we find little mention of the assurances of and attention to equity that public officials routinely espouse as urgent, necessary, and important. As I noted at the last CAC meeting in late April and previously in this letter, we must weigh in on both the master plan – which as it stands now, is something that nearly 100% of people would stand behind strongly, but stands as purely a dream at this point – but also the potential situation in which we are left with only a soccer stadium – or even minimal additional development on the RK Midway site for years to come. And if we encounter the latter, then we must ask, How do residents stand to benefit? Where is the discussion of equity?

- How can we insist that those who work at the stadium are paid a living wage? \$15 an hour? With benefits?
- How can we ensure that whatever green space exists on the site is open to the public?
- How can we ensure that non-field spaces within the city-owned stadium can be used by the public?
- How do we insist that Minnesota United, the City of St. Paul, and the Metropolitan Council provide funding (from the many sources of revenue that will stream from the stadium, including rental income) for Hamline Midway and Union Park community development -- similar to the TCF Good Neighbor Fund, to which the Vikings donated \$90,000 in each of the past 2 years? Where is the money for improved streetscapes, public art, youth programming, cleanliness, wayfinding, pedestrian safety...?
- How do we ensure that there is a representative of Minnesota United and RK Midway who is fully committed to being a neighborhood liaison?

The neighborhoods most directly impacted by this project deserve to reap the rewards of this project beyond just a hypothetical increase in property values or property tax revenue on the RK Midway site. And this type of benefit should occur, regardless of if the entire Master Plan were to come to fruition. In

some scenarios, this type of neighborhood support becomes even more important if development truly does take off on the RK Midway site – for then issues of gentrification come to the fore, and the people we continue to leave behind in our city are further left behind. Let's assume property values do go up (along with property taxes); then let's consider how effective our affordable housing policies are to ensure low- and moderate-income people are able to stay in the area and/or live where they choose? What tools are at our disposal besides TIF to push developers to create affordable housing units on the RK Midway site or nearby? Unless we are forward-thinking in our pursuit of fairness and equity, we will continue to leave hundreds of thousands of people behind in our community, most notably people of color.

I trust that issues around parking, environmental concerns, and adequate public transportation access to games are worked out in the coming months and years. These are not my greatest concerns, though they are to many people who live close to the site. But the reality is that all we have is hope and trust at this point, because nearly everything being proposed is an unknown right now. It doesn't mean that this Committee's service has been meaningless; in fact, I'd argue that it's been quite fruitful, eye-opening, and rewarding to have served with such thoughtful, committed, passionate community members. We asked tough questions, then more tough questions, raised valid concerns, and will continue to do so in the coming months and years. But as I stated earlier, the rush to make this project happen simply meant that our influence was greatly hampered by decisions, contracts, and studies that either already took place (the City's contract with Minnesota United), have not yet taken place (Environmental, transportation, parking studies), or are complete unknowns (what any or all development will actually look like).

My hope is that the CAC will be contacted directly upon any Planning Commission public hearings that take place in the coming years regarding this site, so that we can be the first to respond to real proposals – notification that too often reaches few people when these hearings are scheduled is not good enough. I also hope that City of St. Paul, Met Council, and State of Minnesota public officials approach this entire development with local residents – especially those most in need – front and center in their dealings with RK Midway and Minnesota United, not just the mantra that we should rest assured that development will occur, which will lead to more property tax revenue, which will then trickle down via public services. Dr. McGuire should be commended for his consistent presence at CAC meetings and his willingness to answer any questions thrown his way. But we expect that he and the team recognize that this is a two-way street, and while we appreciate his monetary investment in the stadium and franchise, we also hope that the team becomes a strong community partner and invests deeply – physically, financially, and publicly -- in our proud and strong neighborhoods. RK Midway, too, if they are to receive strong support from the neighborhood, owes our residents signs of true outreach and engagement. For too long, we have frequented the shopping center businesses, and yet the land is always strewn with trash and shopping carts litter our residential streets (this, of course, being a problem of adjacent shopping center as well). Representatives from RK Midway were largely absent from CAC meetings, and we have heard barely a peep about potential redevelopment from them. Given this history, it is difficult to have confidence that development will take place smoothly or at all in the coming years. I hope this is not the case.

We on the CAC are largely taking a leap of faith here, and yet it should be noted that the widespread support for this project(s) in the community stems largely from decades of disinvestment and lack of attention on both the Bus Barn and RK Midway sites: We neighbors are so desperate to *not* have a litter-

filled mudpit as an entrance to our neighborhood that the majority of residents support this project (in my opinion) because we have no confidence that this will change in coming years if we don't get behind the stadium. Don't get me wrong: I am a huge soccer fan, a United season ticket holder, and someone who has no doubt that soccer is the world's game and deserves to be showcased in Minnesota. The idea of a professional stadium within walking distance of my home is pretty cool. But none of that changes the fact that my neighbors' lives, livelihoods, and peace of mind come before professional sports. The goal, then, is to achieve all of the above at once – a shiny stadium, smart TOD, equity and access and opportunity for those who need it most. They are not mutually exclusive. But we will have failed miserably if we look back in 5 years and we have not achieved it all. Let us keep that in mind as we move forward on this project.

Sincerely,

Jonathan Oppenheimer

May 17, 2016

Dear St. Paul City Staff, Planning Commission, and City Council:

As a member of the Snelling-Midway Community Advisory Committee, I am writing this letter in support of the Master Plan and the previous planning documents adopted for the redevelopment area surrounding the proposed Minnesota United FC Stadium. I have five specific notes that I hope add specificity to the Master Plan. These points reflect conversations at community meetings.

Since I am a City Planner by profession, my comments are admittedly focused on the physical elements of the Master Plan and how I predict people will interact with those physical elements. I admit that it can be difficult to translate the community's feedback into a specific physical design, but I think City staff has done a nice job of matching the elements found in the Master Plan with the ideas and concerns of the community.

1. Reduce Right-of-Way Widths on North End of Site and Utilize Woonerf Design

At community meetings, multi-modal transportation was the most important area of emphasis for the stadium and surrounding development in terms of sustainability. While the bike lane planned for Shields Avenue will provide great east-west access, more emphasis should be placed on the pedestrian and bicycling environment being created on the north end of the site, particularly around Midway Square and Victory Plaza. I suggest that Asbury and Simpson Streets north of Shields Avenue be closed to all traffic except for pedestrians, bicyclists, ride-share vehicles, and taxis. The right in/right out access provided from University onto these streets will create apprehension for pedestrians. These right of ways should be reduced from 70' to less than 50' and should be made curb-less (woonerf design) and closed to traffic. The 70' right-of-way on Spruce Tree should also be reduced. The large right-of-way widths on the south half of the site are more appropriate because this is where Snelling Avenue, Interstate 94, and St. Anthony Boulevard are located.

2. Provide Prominent Pedestrian Path from Snelling Station to Soccer Stadium via Green Space

Transit users should be provided with a clear and obvious path from the transit stop to the Stadium via green spaces and woonerf (curb-less street). Pedestrians should be provided an easy line of sight from transit stations to their designation. I suggest that best practices in Urban Design be applied as you review renderings completed by the Developer of each parcel in order to make the determination that the building designs are fulfilling this desire from the community.

3. Limit Automobile Access into this "Urban Village"

The West End in St. Louis Park is the perfect example of a place of an Urban Village that is plagued by traffic congestion. It is an area that was meant to be very walkable when it was originally designed. Congestion has occurred not only because of its suburban location, but also because there is not easy automobile access to the parking on the periphery of the site. Automobile drivers must traverse through the core of the site to reach the parking ramp and cars are still allowed on all of the interior streets.

Automobile drivers should be ushered quickly into underground parking ramps located off of Pascal Street and St. Anthony Boulevard. For each building's design, the parking ramp should be placed in a manner that reduces automobile/pedestrian/bicyclist conflict points. To reduce trips on Snelling Avenue, traffic coming eastbound on Interstate 94 can be directed to Pascal Street and then to St. Anthony Boulevard to enter a ramp. It should be considered whether only taxis, bicycles, pedestrians, shuttle busses, and TNC (Uber, etc.) should be allowed into the inner streets of the superblock, particularly on the north half. This might seem too ambitious right now, but it's a strategy that will encourage other modes of transportation well into the future. Overall, automobile access should be focused on the south end of the site near the Interstate and pedestrian/bicycle access should be focused on the north end of the site. Even though this area is near an interstate, this is the perfect location to really go all the way with the Urban Village concept and provide true pedestrian walkways or curb-less streets (woonerf) in the least.

4. Include an Inclusionary Housing Policy for this Redevelopment Area

To maintain housing affordability in large redevelopment project in a neighborhood with a range of incomes, I suggest that the City investigate a policy that would require that at least 20% of units within this superblock be available to people with an income at 60% of the Area Median Income (AMI). This site will be eligible for many grants that could make these an Inclusionary Housing Policy feasible.

5. Require Relatively Small Retail Spaces

We heard throughout this planning process that the community is interested in seeing small and local businesses (and particularly businesses run by people of color and people with an international background) thrive on this site. Particularly along the north side of this site, specific building designs should incorporate retail spaces of less than 20,000 square feet into their ground floor plan. Large tenants requiring more than 20,000 square feet should be limited on this site. While small retail spaces are shown on the Master Plan, this should be specified within the approval for each building's final design.

Conclusion

As each building proposal is reviewed within this redevelopment area, I imagine that the conversation will evolve among residents, Planning Commissioners, staff, and City Council members. It's possible that adjustments to the Master Plan will be needed as market forces and ownership changes occur. I hope that the documents from the Community Advisory Committee are helpful to you and that you reach out to our group again if the conversation evolves to a point at which the Master Plan must be updated and/or more in-depth community input would be necessary to move forward.

Sincerely,



Emily Goellner

Dear Members of the Planning Commission:

My name is Greg Nielsen. Since January I have served as a member of the Community Advisory Committee for the Minnesota United soccer stadium and master site redevelopment plan. I am a resident of the Hamline-Midway neighborhood and work as a program director for the Metropolitan Regional Arts Council. At MRAC I manage a number of grant programs overseeing the distribution of public and private funding for small to mid-sized arts organizations. I view my role on the committee as representing two perspectives: as a local resident, and as a professional with expertise in community arts.

I am writing to express my support for both the Minnesota United soccer stadium as well as the master site redevelopment plan. I feel this property has been largely neglected and perpetuates a maligned stereotype of our neighborhood. The city of St. Paul, in particular the neighborhoods surrounding this parcel, deserve a development that reflects the character of our community and supports its continued growth.

While I question the use of public funds to support the construction of stadiums, I have come to see this project's potential to turn a blighted property into something truly special. I am particularly excited by the following components of the plan, which I view as essential to the project's success

- The **3.4 acres of green space** to the north of the stadium. University Avenue is bereft of green space. The addition of this public space would be a tremendous asset to our community and offers great potential for year-round arts and cultural programming.
- The planned **density and transit-oriented development**. I fear without the stadium and the vision of this proposal, there is a strong likelihood that the property would become something akin to the Quarry in Northeast Minneapolis - a chain of big-box retailers clustered together, surrounded by large surface parking lots.
- Vision for the creation of an "**urban village**." This large mega-block presents a unique opportunity to be forward thinking in both its use and design.

My enthusiasm for this project, however, is tempered by the rapid pace of its development and the general lack of specifics presented to the public. I share with many the concerns surrounding the phasing of the project, and what changes to the plan may be necessary to accommodate market demand. Realizing such changes may be inevitable, I expect the city would hold the developers accountable to the original vision through any variance requests, proposed modifications, etc.

I would consider this project a failure if any of the three items listed above were eliminated or undermined through changes made to the proposed master site plan. I understand the T4 designation of this parcel ensures some degree of protection. It is my hope that the Planning Commission and city share the vision expressed by Dr. Bill McGuire and RK Midway and will hold the two accountable to see it come to fruition.

Sincerely,

Greg Nielsen

Dear St. Paul Planning Commission Members:

I submit to you my comments on the process, recommendations, and reflections regarding the work of the Midway Redevelopment Advisory Committee. I served on the Committee from December, 2015 through May, 2016. My comments reflect solely my personal experience and knowledge in mass transit, and limited mobility—the contributions I brought to the deliberations of the Committee.

Process:

- The timeline for the stadium development was completely unrealistic—not enough time was allotted to incorporate the feedback from the Midway Redevelopment Advisory Committee, much less the neighbors
- Little to no interest was shown in the concerns of neighbors, or committee members; no interest was shown in making any modifications to address the concerns
- Decisions were made prior to the committee’s access to, and discussion of, the relevant information and issues
- Committee meetings were presentation-heavy, and committee-input light
- Not all primary stakeholders were present at all of our meetings
- The architects did not present, explain, and/or defend their work; they left that work to be done by the team owner
- The team owner was left to carry the entire burden of presenting, explaining, and/or defending the stadium and redevelopment area; his role was to offer the funding and commitment to the stadium’s development and success
- Not all of the relevant stakeholders, primarily RK Midway, were present at all of the committee meetings, making clarification of issues, and answers of our questions regarding the stadium design and development, and Midway area redesign extremely difficult to ascertain
- Committee members were not given the master plan until the committee had held meetings for two months
- The master plan should have been the starting point from which the committee’s deliberations began, not information viewed as a source of expectation-disappointments, as stated by the team owner
- Background information that contributed to the presentation-heavy nature could have been shared prior to the meetings in several ways [the materials were made available *following* the meetings on the City website. The timing of posting that information could have been changed easily]:
 - By e-mail to committee members, and those who signed in at committee meeting sign-in sheets
 - City libraries, for individuals who did not have access to computers at home
- Our committee is the *Midway Redevelopment Advisory Committee*, not the Soccer Stadium Development Advisory Committee
- Feedback from neighbors who attended the three public hearings held was minimized, and dismissed

- The AUAR and the transit study were not completed, thus not available to the Midway Redevelopment Advisory Committee, such that they could be incorporated into our deliberations
- Transit, as well as the issues of pedestrian safety, and traffic congestion, are central to the successful redevelopment of the Midway area in light of the soccer stadium's construction; these issues did not receive their due consideration
- Accessibility of the Minnesota United stadium, and the Midway area, as defined to be redeveloped, were afterthoughts. Usability to seniors and individuals with disabilities, was not a consideration made, as evidenced by presentations to the Committee
- Accessibility and usability are distinct considerations. While overlapping in some respects, accessibility refers to complying with specific code requirements, measurements, and the like.
- Usability refers to the implementation of accessible features and requirements. Usability is the term that answers whether when accessibility standards have been an integral part of the design and maintenance of the stadium and Midway area may be used by seniors, and/or other individuals with disabilities

Recommendations:

- The architects and developers need to work with the Minnesota United Soccer Stadium Advisory Committee to ensure that accessibility standards, and usability best practices are employed. The Committee worked on the Target Stadium, so, they understand how to approach the issues in the context of stadiums
- The St. Paul Department of Public Works needs to develop standards and instructions regarding usable snow shoveling and snow plowing. Usable snow shoveling and usable snow plowing constitutes finding alternatives to dumping snow into curb cuts. Curb cuts are the equivalent to freeway ramps for drivers
- The City of St. Paul needs to advocate for the development of these standards with the Minnesota Department of Transportation, with specific attention to the Minnesota Department of Transportation Twin Cities Metro District, whose responsibility includes the Midway area

Reflections

Questions unaddressed and not included need to be raised as the report of the Midway Redevelopment Advisory Committee is presented:

1. Do you believe individuals who will visit, do business, and live in and/or near the Minnesota United Stadium, and the Midway area being redeveloped will always have the same physical capabilities?
2. If so, how do the design, development, and maintenance plans incorporate that factor?
3. Are seniors and individuals with disabilities a part of the stadium and Midway area being designed and developed/redeveloped?
4. Will seniors, and individuals with disabilities bring money to the stadium, and the Midway area?
5. If so, what is the value of that money?
6. Does it differ from the value of the money brought by other individuals? Justify or explain.

7. Do you believe that seniors and/or individuals with disabilities will contribute to the economic viability of the Minnesota United Soccer Stadium, and the Midway area being redeveloped?

Conclusion

Other committee members with more experience in, and knowledge of other areas that I have not addressed will likely share their concerns, recommendations, and reflections. Every committee member shares a deep commitment to the vibrancy of the Midway area of St. Paul. I respect what each individual brought to our deliberations. I am a 30-year resident of St. Paul. My areas of experience and expertise include being a lifelong mass transit user, and advocate. For three years I have served on the Metropolitan Council's Transportation Accessibility Advisory Committee [the TAAC]. However, my comments are solely my own, and do not reflect positions of the TAAC. I *have* gained greater awareness of transit issues through my TAAC service. Finally, my experience as an individual with limited mobility issues due to my cerebral palsy, essential tremors, and osteoarthritis has informed my Midway Redevelopment Advisory Committee service. Thank you for your time and consideration.

Respectfully submitted,

Patty Thorsen

St. Paul, Minnesota

Renee Spillum
1612 Lafond Avenue
St Paul, MN 55104

Dear St Paul Planning Commission,

I have been a resident of the Hamline Midway neighborhood since 2006, a member of the Hamline Midway Coalition and Development Committee since 2010, and my family put down permanent roots here with the purchase of our home in 2013, just five blocks from the Midway Shopping Center site. I served as HMC's representative on the Smart-Site Task Force in 2014 and remember distinctly the conversations that group had about the need for catalytic development from some type of large user or institution on the bus barn portion of the site. At the time it seemed we might be waiting for a very long time for such a user.

It is exciting to see this conversation moving to the next step, and I am optimistic that my chosen neighborhood will begin to fulfill its full potential much sooner than I have dared to hope before. I believe the site plans presented and the development values espoused are great reflections of the work that has been done on this site to make it an outstanding example of TOD.

That said, for this implementation of those ideas to be successful, there are a few protections that need to be in place to ensure that the vision the CAC and many other stakeholders have started to rally around is what actually gets built. I believe we need the following protections:

1. A set of minimum floor area ratio (FAR) or building heights. I recommend **a minimum of 6 stories at the new block to be created at the corner of Snelling and University, and a minimum of 4 story buildings elsewhere on the site**, excluding the shops on the park. While we all hope for much more density, it is clear that the master plan must define minimums beyond the T4 zoning minimum of 1.0FAR, which could allow 2 story buildings throughout the site – not enough density to justify the level of public investment that will be necessary to complete the overall development.
2. **Limits on visible structured parking**. Including on floors above the proposed retail ground level, perhaps stated in linear feet. The CAC was shown an image produced by S9 Architects that showed three full levels of exposed parking above the retail floor, with office above that. While this was not a proposed building, there was a very negative reaction to this image and I believe the master plan should protect against such a building composition.
3. I believe the **proposed street** in the master plan that borders the privately constructed green space on the north and east should be **permanently dedicated to non-circulation purposes** (i.e. closed to regular traffic). It could provide paved space for food trucks, farmers markets and art fairs, service vehicles, event loading

and unloading, etc. However, allowing this road to carry circulating regular traffic would cut off the park space from public access with an additional road to cross immediately after crossing University Avenue, in particular, and is counter to the goals of this project to be pedestrian friendly. The fact is that this green space will be a valuable amenity to surrounding private developments. Though it will be privately financed, it is quite a large area to permanently exclude from the tax rolls. The public trade off for that tax expenditure should be a high expectation of its functionality.

4. A **minimum level of affordable housing must be required**—I would suggest 40% of total units across the site, whether ownership or rental. I would like strong protections in place to keep this housing affordable **in perpetuity** (or near it). Our hope is that this development will spur economic growth, which will make this site a much more appealing place to live in the future. As that vision hopefully comes to fruition, protection for low-income residents will become increasingly important over time. We want income diversity across the site, however, and while I do not necessarily want to cap the affordable housing on the site, I have heard from many people the desire to see market rate housing development as part of the redevelopment.

5. A community benefits agreement must be put in place to protect the neighborhood around the new development. It should include the following provisions:

- **A community liaison** should be designated and contact information made available to the district councils on a perpetual basis from both RK Midway and from the Stadium. Issues will undoubtedly arise. The existing relationship with the shopping center has not produced results when the community has issues, such as the proliferation of shopping carts into the Hamline Midway neighborhoods that tenant businesses refuse to collect, environmentally unfriendly salting practices on surface parking lots, accessibility unfriendly snow-removal, and more.
- **A financial commitment from the stadium to fund mitigation of traffic, litter and nuisance concerns if any arise.** I do not want to propose a specific solution to a problem that does not exist yet. However, I fear that the need to establish a parking district, a litter pick up group, or other efforts may emerge. Residents of our furthest south streets, which also happen to be the least well off, could be financially responsible for any implementation without this protection. I look to the TCF Bank partnership with their neighbors as an example of how we could look at this—flexible, responsive and generous enough to relieve residents of any financial burden that a solution might otherwise cause them.
- I believe an impactful commitment from the overall redevelopment would be to identify **a desirable location for both Union Park and Hamline Midway Coalition to have access to for no cost, one per year, to hold fundraising events.** The best case scenario would be some kind of rooftop

patio space in an apartment building, hotel or other building. Specifying such an arrangement prior to any developments being proposed is not possible, but clearly articulating the desire of the formal neighborhood groups to be given special privileges somewhere on the site would be a small cost to the development, but a meaningful benefit to us. It also symbolizes the idea that this master plan should directly benefit the community that's already here, not only the new community within it.

In general, I am very optimistic about the potential of this stadium to catalyze a dramatic transformation of this blighted site. Our work is only beginning. I hope the CAC can continue to exist in some form to provide community insights as actual development projects are proposed. As others have articulated, the process this group has gone through has established that this is a wonderful, diverse group of stakeholders with different experience and expertise, but we have not truly gotten the opportunity to use that to make a meaningful impact on the project. One main concern I have is related to district boundaries which seriously disadvantage the Hamline Midway neighborhood and Ward 4, despite the fact that the negative (and positive) impacts of this development will more directly fall on us. A formal way to include our district council and ward in future decision making (i.e. granting of CUPs within the master plan, etc) would be highly prudent.

I look forward to watching this new, vibrant part of the city take shape. I can easily imagine a new lifestyle for my family, where we walk with our young children the few blocks to this site and find many activities that interest us there, in a safe, walkable environment. A place I am proud to show visitors from other cities that defines the Midway not as a giant suburban strip mall, but as a great example of urban, transit oriented development. A place I want to live.

Sincerely,

-Renee Spillum

Snelling-Midway Redevelopment Site Master Plan
Planning Commission Public Hearing
June 10, 2016

Detailed Public Hearing Summary

Dr. William McGuire and Rick Birdoff, applicants, and stadium architect Bruce Miller addressed the commission. In response to the staff report and a question raised earlier in the Planning Commission meeting about a water feature in the proposed green space, Dr. McGuire stated that water features can be costly and can take up a lot of space. He would like to see mostly grass in the open space area. The team plans to construct and maintain the green space but it will be publicly accessible. He has met with the Parks and Recreation Department. No determination has been made yet on tree trenches and water features. He added that he has ten years of experience with Gold Medal Park in Minneapolis (publicly owned and privately maintained). Regarding stormwater management, Dr. McGuire stated that the stadium site plan only focuses on the stadium as an initial first step.

Rick Birdoff talked about the transformative investment of the soccer stadium and the potential for the mixed use redevelopment on the remainder of the site, especially given the recent investments in LRT and BRT. The timing for redevelopment and the mix of uses will be market driven. He noted that the shopping center has always been financially successful. Though the only development moving forward at this time is the stadium he fully expects there to be additional new development on the site in 2018. Existing leases with tenants will be honored; this will influence when individual sites become available for redevelopment.

Bruce Miller stated that the soccer stadium will be a catalytic development. He has seen other stadia around the country spur nearby development. The stadium will feature active year-round uses.

Commissioner Oliver asked why green space isn't proposed at the Snelling-University corner. Rick Birdoff responded that Snelling-University is a "hot corner" and that the highest and best use is for commercial development. He added that balancing needs is an important consideration at this income-producing site. Bruce Miller added that the north-south orientation of the stadium relates to the proposed green spaces in the master plan.

Commission Ward asked about displacement of businesses and workers as well as gentrification and affordable housing. Is the little guy being left behind with this development? Rick Birdoff responded that change is always unsettling. Compromise is needed. The best design can incorporate all needs. He referenced the involvement of the Snelling-Midway Community Advisory Committee and the importance of listening to the community and talking to people. Dr. McGuire added that the intent of the stadium and site redevelopment is to improve the neighborhood and the City.

Public Hearing Speakers

1. Eric Molho spoke in general support of the master plan but noted that there are many outstanding issues that need to be resolved. The master plan is a concept and not an actual development proposal so there is an element of risk that the aspirations of the master plan are not borne out by its implementation.

2. Mark Doneux, Capitol Region Watershed District, spoke in support of a comprehensive approach to stormwater management for the entire redevelopment site rather than a parcel by parcel approach.

The District is committed to continuing a public-private approach to stormwater management. Such an approach is innovative and cost-effective. A visible water feature would bring water to this part of Saint Paul.

3. Nathan Roisen, spoke in general support of the master plan vision but noted four concerns: 1) making sure that the open space is free of charge and open to the public; 2) the density as proposed is supported and new structures be 4-6 stories; 3) pedestrian access and safety should be a priority and parking should be provided in structures with active uses below on the first floor; and 4) the impact of the redevelopment on the surrounding area should be positive and property owners and developers should be responsive to neighborhood concerns (trash, noise, etc.).

4. Danette Lincoln expressed some support for the redevelopment but noted she has concerns relating to parking and traffic that do not seem to be addressed yet. She also expressed frustration that construction and its disruptive impacts including noise could be ongoing in the area for 10 years. She noted that public funds were going into the redevelopment and that the MnDOT-owned parcel on the west side of Snelling Avenue needs to be better taken care of and litter removed.

5. Renee Spillum spoke in support of the vision for the site but also talked about implementation and her concern that the vision could be compromised if the density of development isn't high enough. She supports a higher floor area ratio (3.0) than the 1.0 called for by T4 zoning. She also expressed a desire for Hamline Midway Coalition (District 11) to be involved going forward even though the redevelopment site is not technically located in District 11, but the district is directly across University Avenue to the north. She also believes that the small east-west street parallel to University Avenue just north of the proposed green space should be removed from the plan if its intention is to be used for general traffic. Finally, she expressed concerns about gentrification.

6. Phil Krinke spoke in opposition to the redevelopment and does not support public funds for future redevelopment projects. He stated that there is no evidence that stadia produce economic benefits to surrounding areas. He asked whether the stadium project will even go forward given that the property tax exemptions were not approved.

7. Tom Goldstein spoke in opposition to the redevelopment noting that this has been a rushed process. He referenced a City Council resolution stating that there needed to be clear and convincing evidence of additional development accompanying the stadium but there is no development beyond the stadium proposal. Whether economic development will occur as a result of the stadium is speculative. He stated that the stadium plan violates the master plan and the Snelling Station Area Plan because the stadium disrupts the grid block pattern that the master plan attempts to mend and the Snelling Station Area Plan does not reference a sports stadium as a future use. He noted that the analysis in the AUAR is not credible because of the short time frame in which it was prepared and is not evidence based. The public process for developing plans was not open enough; only one hour of public testimony was allowed in the process. Finally, he expressed concern that public funds are being used to clean up privately-owned property.

8. Dennis Hill spoke in opposition to the redevelopment plans stating that the vision does not represent the hopes of the neighborhood. He stated that the plans were developed behind closed doors and referenced page two of the Snelling-Midway Community Advisory Committee report noting that there wasn't enough public engagement in the process. He expressed concern about traffic and pedestrian safety noting that the Snelling-St. Anthony intersection is one of the most dangerous intersections in the

City with 65 pedestrian-car collisions in 2016 and three fatalities. Accommodating 20,000 people with transit is unrealistic.

The applicants took the opportunity rebut testimony. Dr. McGuire stated that as it relates to the timing issue, MLS has imposed deadlines on the team and they are reacting to those. He disagreed that there has been inadequate outreach and also noted that outreach will be ongoing. The plans attempt to lay out a master plan that is feasible and what people want to see, and that requires a balance. The City is not paying for the stadium to be built so the comments about the economic benefits of stadia are not relevant. The economics of the project call for taller buildings on the site than single story construction; single story buildings are not economically feasible. The team is moving forward with its plans, assuming that the legislature will take action and that its requests will be signed by the Governor (noting that the team request was passed with broad support). The team needs to keep moving forward to stick to the MLS deadlines. He noted that about 50 percent of Portland fans arrive at their stadium by transit and the percentage is even higher in New York City. The stadium will provide construction jobs. His hope is to see the entire superblock redeveloped but he can't dictate private development. The master plan provides the framework for that. The site was chosen for the stadium because it is an optimum location for fans to get there by transit, car, walking, and biking. It would be cheaper to build in Blaine but there is no public transportation to get people there. He noted that the stormwater approach is limited to just the stadium due to schedule constraints. A water feature requires more study. A water feature also takes up a lot of space and would compromise the amount of available grass. He reiterated his connection with Gold Medal Park in Minneapolis and noted that park maintenance is expensive.

Rick Birdoff noted that many of the uses contemplated in the master plan would not be viable without the stadium component, especially office uses. He emphasized the economic need for higher density development within the redevelopment site. If single story shopping center buildings are demolished, they need to be replaced with high density development to be economically feasible. No one has a greater economic incentive for high density than he does.

APPENDIX A

Snelling-Midway Redevelopment Site: Achieving the Future Vision and Desired Character through the Master Plan

The guidelines identified below are in addition to the *design standards contained in the City's Traditional Neighborhood Districts* (Section 66.343). They provide direction for future development while allowing for flexibility to enable creative development projects in the creation of a new mixed-use neighborhood that is respectful of the surrounding existing neighborhoods.

Pedestrian Facilities

1. On blocks facing Snelling and University the pedestrian zone should be expanded to accommodate higher pedestrian traffic levels and allow sufficient space for street furnishings, lighting, landscaping, and outdoor dining.
2. The local pedestrian network should have good safe connections to transit, parks, and surrounding neighborhoods.
3. Walk/bike crossings should be clearly marked at arterial and collector street intersections with reflective paint markings, special paving materials, activated pedestrian crossing signals, and/or signage alerting motorists to the walk/bike crossing.

Bike Facilities

1. Bike parking/storage facilities should be provided at or near public facilities (including parks, transit shelters/stops), along mixed use corridors, and at other major destinations (stadium, cinema).
2. Bike sharing facilities (e.g. Nice Ride) should be promoted for key destinations as redevelopment occurs.

Landscaping

1. Street trees should be planted at regular intervals appropriate to the root structure and canopy of the tree species chosen.
2. A minimum of two tree species should be planted per block face, or block face equivalent.
3. A similar mix of street tree species and spacing should be installed on both sides of the street along a given block.
4. Low-maintenance/drought-tolerant plants and trees should be planted to reduce irrigation needs; consider allowing exceptions for higher-maintenance materials in areas with high pedestrian traffic and community gathering spaces.
5. The use of turf grass should be minimized for planted areas directly adjacent to public streets.
6. Artificial plant materials should not be used as part of landscaping.
7. Structural soils should be used where street trees are planted within paved areas (e.g. sidewalks, plazas, and parking lots) to support deep tree root growth beneath the paved area, and to prevent heaving of sidewalks, plazas, curbs, and gutters.

8. Flowering plants in hanging baskets or planters should be installed along mixed use corridors to create a welcoming pedestrian environment.
9. On mixed use corridors plant materials should be selected that minimize visual obstruction of businesses facing the street.

Street Furnishings/Lighting/Wayfinding

1. Street furnishings (benches and seating, trash/recycling receptacles, bollards, bike racks, kiosks, etc.) should be provided at transit stops, building entry areas, parks, plazas, and along mixed use and commercial streets.
2. A consistent design palette (style, materials and color) of street furnishings should be used to make them visually interesting, reinforce the character of the Midway in Saint Paul, and to create a strong sense of community identity.
3. Street furnishings should be provided to enhance the comfort, accessibility, safety, and functionality of the streetscape.
4. Street furnishings made of durable (recycled when possible), easily maintained/repared, and locally available materials should be used whenever feasible.
5. Street light poles that accommodate banners, flower baskets, and holiday decorations should be installed to improve the visual character and identity of the street.
6. A complementary mix of pedestrian-scale street light fixtures should be provided to enhance the character of the area and mixed use and commercial.
7. Lighting fixtures should be designed to minimize visibility of light bulbs by pedestrians and light pollution in general.
8. A system of wayfinding features should be incorporated into the public realm to attract walking, bicycling, and transit usage, e.g. wayfinding signs at major intersections, transit stops, mixed use corridors, parks, plazas, and open spaces.

Site Development

General

1. Site and building design should incorporate the principles of Crime Prevention Through Environmental Design (CPTED) to reduce the potential for and perception of crime, and improve the area's livability.
2. Promote buildings with active uses and transparency at street level during day and nighttime hours.
3. Ensure active uses at the street level of the stadium.
4. Design for weekday, evening, and weekend activity during all four seasons.
5. Safe and attractive connections to the existing surrounding neighborhoods should be provided.
6. Development should reflect the cultural and ethnic diversity of the area.
7. Businesses that serve neighborhood needs should be supported.
8. Residential development that is affordable to a range of incomes should be supported.

9. A broadened mix of use that provides high quality jobs available to local residents should be supported.
10. New development projects are encouraged to use locally-available building materials to reduce carbon emissions produced by the transport of the construction materials.
11. Site development and building construction are encouraged to minimize the amount of materials used on a given project. Development projects should seek to minimize waste to landfills and explore options to discard excess materials for local reuse. New development should utilize durable building materials with longer life spans.
12. Individual business operations should be planned and/or modified to ensure waste materials are sorted for recycling and reuse. Local waste management haulers should be approached to ensure facilities and resources are adequate to accommodate the recyclable materials generated from the business and residential uses.
13. Landscaping material and organic waste should be composted or reused. Options should be explored to provide composting on individual project sites, a central district facility, or collection by the local waste management hauler.

Landscaping

1. Landscaped plazas and courtyards should be incorporated into site design.
2. Native plant and tree species should be used as part of new development to reduce maintenance, carbon emissions, and the urban heat island effect.
3. Landscaping should be placed along exterior building walls to provide shade and cooling.

Service Delivery

1. Service, delivery and storage areas should be sited so that views of them from adjacent properties, streets, open spaces and pathways are minimized.
2. Landscaping and architectural screening should be used to minimize visual impacts of service, delivery and storage areas, and surface parking lots.
3. Signage should clearly identify service and delivery entrances to discourage the use of main building entries for these purposes.

Water Conservation

1. On-site collection of rain water for irrigation and toilet flushing purposes is encouraged.
2. On-site irrigation facilities should be designed with water efficient systems.

Buildings

Building Placement & Setbacks/Frontages

1. Buildings located at key street intersections should have the appropriate scale and placement to create attractive and identifiable gateways.
2. Buildings should be sited to maximize energy performance.

Building Heights & Massing

1. Buildings should be designed with setbacks for upper stories in order to present a pedestrian-scale base at street level.
2. Building heights should be varied to prevent the creation of a wall of taller buildings along the street.
3. Building heights and roof treatments should vary from block-to-block in order to achieve a rich mix of building heights and diversify the visual character of the area.
4. Building massing should reinforce the character and importance of the adjacent streets or open space.
5. Building massing should create an overall appearance of multiple structures, building fronts, and tenants along a block face. A single, large, dominant building mass should be avoided in mixed use and residential developments. Where large structures are required, mass should be broken up through the use of street-level setbacks, projecting and recessed elements, upper-level setbacks, and similar design techniques. Changes in mass shall be related to entrances, the integral structure, and/or the organization of interior spaces and activities, and not merely for cosmetic effect.

Building Form & Façade

1. A building's form and facade features should reflect contemporary architectural design and construction technologies or contemporary interpretations of traditional architectural styles, as opposed to nostalgic imitations of past architectural styles.
2. Each building should have one or more clearly visible and identifiable "front doors" that address all public streets, sidewalks, public open spaces, and semi-public courtyards (where relevant).
3. Ground-floor residences that adjoin a public street or open space should provide direct resident access to the public street or open space.
4. Major building entries should be connected to the sidewalk by the most direct route practical.
5. Building entries should be emphasized through projecting or recessed forms, display windows, architectural detail, awnings, color, materials, lighting, and signage as appropriate.
6. Building design should emphasize a human scale at ground level, at entryways, and along street frontages through the creative use of windows, doors, columns, canopies, and awnings or other architectural elements.
7. Building facades should include multiple changes in building materials, parapet heights, fenestration, and other elements which create variety in the building façade.
8. Functional balconies should be considered for buildings along streets and open spaces to create interest and variety in building façades as well as putting more "eyes on the street."
9. Buildings should be designed to enhance the overall pedestrian character of the street, such as providing edges or enclosure to the street and open spaces along it, creating linkages and gateways, reinforcing pedestrian connections and framing or terminating views.

10. Variations in a building's front facade treatment should be continued to its roof line and front and rear facades to reduce the perceived size of the building.
11. Blank exterior walls should be avoided. Where this is not possible, these walls should incorporate decorative features, such as architectural detailing, variations in building materials, art panels, murals, and plantings.
12. Street-level windows should be made of non-tinted glass.
13. Building facades should incorporate bird-friendly architectural techniques (e.g. minimize reflectivity and transparency) to minimize the potential for bird collisions with glass facades.
14. Roofscapes should be designed as important elements of new buildings.
15. Mechanical equipment should be installed, whenever feasible, on the building's roof so that it is not visible and audible at the pedestrian level and from public rights-of-way. Rooftop mechanical systems, and head houses for elevators and stairs, should be enclosed and concealed from view.

Building Energy Efficiency

1. Wherever possible, buildings should be sited, oriented, and designed to capitalize on solar exposure to lessen energy demands.
2. Buildings should be designed to incorporate and support passive heating, cooling and ventilation strategies.
3. Opportunities to incorporate renewable energy sources, including solar, biomass, and geothermal, in building design should be explored to off-set energy consumption and reduce carbon emissions.
4. Buildings should be constructed with water efficient utilities (e.g. toilets, sinks, showers).
5. All new buildings should comply with the most current sustainability standards.
6. In order to achieve higher window-to-wall-area ratios, high-performance windows, a double facade, or external shading techniques should be incorporated into building design.
7. An air-tight building envelope should be used to minimize uncontrolled infiltration.
8. Heat-recovery ventilation should be used during heating season only, while natural ventilation and cooling should be used throughout the rest of the year.
9. Clear glass with good insulating value (low U-value with low e-coating) for windows and doors should be used; solar heat gains should be mitigated with external shading and passive cooling by natural ventilation.
10. Internal heat gains should be removed with passive elements (e.g. natural ventilation).
11. Overhangs should be incorporated to provide shading for south-facing windows.
12. Operable external shading should be incorporated on east-, south- and west-facing windows.
13. Thermal mass that is exposed to air-conditioned space should be used and combined with other passive elements to achieve its full energy-savings and comfort potential.
14. Buffer spaces should be incorporated on all exposures whenever possible to optimize comfort and reduce both peak load and overall heating and cooling energy requirements.
15. Cooling by natural ventilation should be designed into all building types.

16. Heating and cooling strategies should strategically combine passive elements to optimize comfort and minimize overall energy use.
17. Cool roofs, including white roofs, should be incorporated into building design as a way to reflect sunlight and reduce the amount of solar heat conducted into a building through its roof.
18. Building placement and configuration should be optimized to achieve maximum energy performance.

Parking

1. Parking for new buildings should be provided in parking structures where possible, with a minimal amount of surface parking for visitors. Parking building massing should create an overall appearance of multiple structures, building fronts, and tenants along a block face. A single, large, dominant building mass should be avoided. Where large structures are required, mass should be broken up through the use of street level setbacks, projecting and recessed elements, upper level setbacks, and similar design techniques.
2. New development should pursue strategies to reduce the amount of parking provided.
3. Shared use of parking spaces between uses and/or properties should be maximized.
4. Structured parking should be provided in mixed use buildings, where parking is not the sole use.
5. Public parking facilities should be easily accessible and identifiable. Distinct signage should be utilized to identify public parking facilities.
6. The presence of structured parking entrances should be minimized so that they do not dominate the street frontage of a building. Possible techniques include recessing the entry, extending portions of the structure over the entrance using screening and landscaping, using the smallest curb cut possible, and subordinating the parking entrance to the pedestrian entrance in terms of prominence on the streetscape.
7. Above-grade parking structures should fit with the character of surrounding buildings through the use of complementary exterior wall materials, treatments, forms, articulation, fenestration, patterns, and colors. They should appear to be part of a collection of neighborhood buildings along the street.
8. Above-grade parking structures should contain commercial/retail uses at street level.
9. Parking facilities should be designed to minimize impacts of vehicle headlights on residential units.
10. Provision of electric vehicle charging stations should be explored.
11. Surface parking lots should incorporate trees in stormwater trenches or other innovative stormwater retention features.

Stormwater and Water Quality

Map and describe integration of stormwater management system into open space design to achieve sustainable green infrastructure. Describe plans for a water feature incorporating the stormwater management system.

Stormwater/Water Quality

1. State-of-the-art techniques should be considered for collecting, filtering and treating stormwater runoff, whenever feasible, including grey water recycling station and irrigation cistern.
2. A comprehensive approach to stormwater management and treatment opportunities should be integrated into park and open space areas.
3. Tree trenches should be installed as part of new and reconstructed streets with planted boulevards to improve stormwater management.
4. Permeable paving surface should be installed in hard surface areas to increase stormwater infiltration where possible.
5. Stormwater pond edges should be planted with native plantings to discourage clustering of geese on sodded areas and contribute to restoration of the area's natural landscape.
6. The harvesting and reuse of stormwater irrigation and toilet flushing purposes should be explored.
7. The stormwater management system should be integrated with the public street and open space systems to provide unique public and private amenities and maximize use of valuable urban land for development.
8. Attractive rain garden and bio-retention systems should be incorporated into site design to collect and filter stormwater, including private and public sites (e.g. streetscapes, plazas, parks and parking lots).
9. Green roofs should be used in new building construction to reduce the amount of stormwater runoff.
10. Construction sites during the various phases of redevelopment should be designed to minimize impacts on water quality in stormwater drainage areas adjacent to the construction sites.

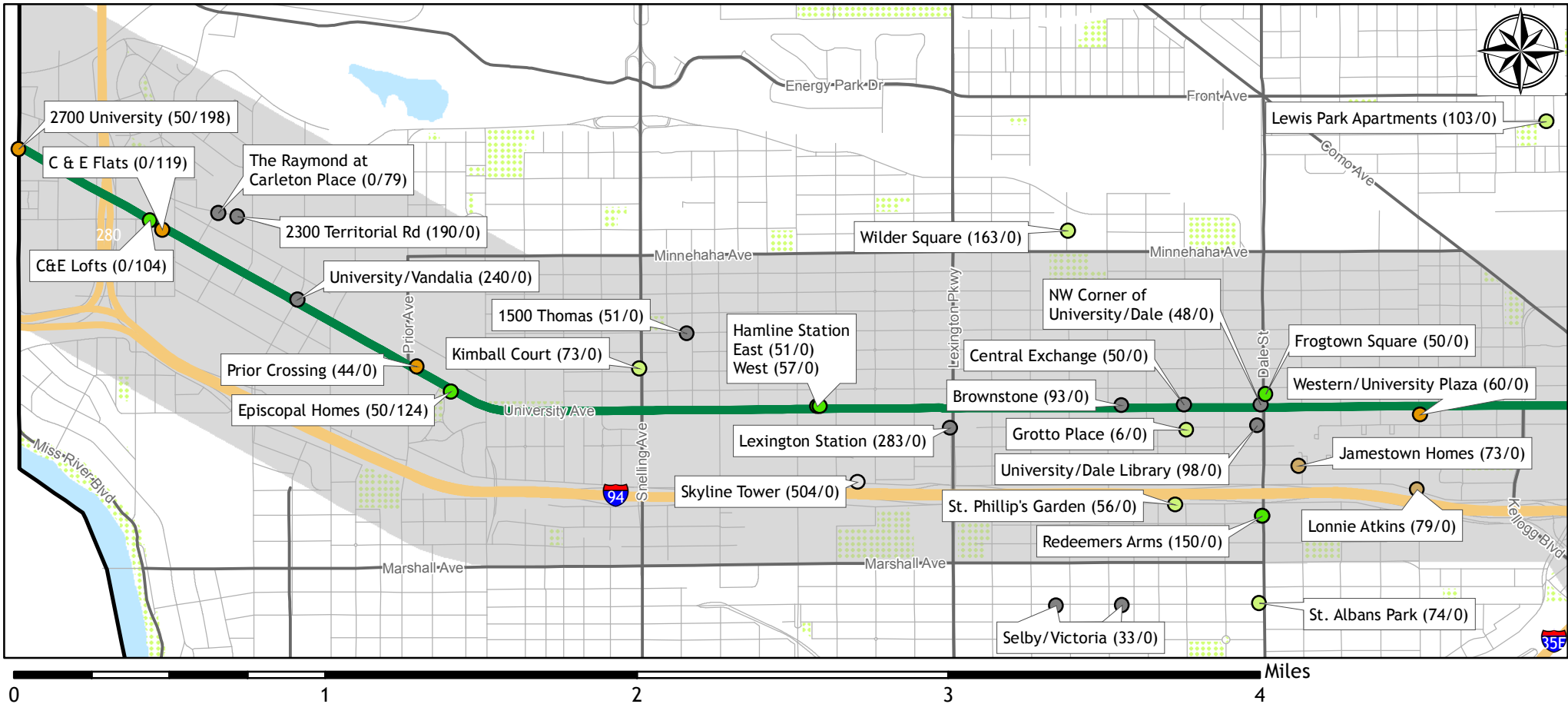
Utilities

1. As streets are constructed, utilities should be located below ground within the public street rights-of-way whenever feasible.
2. The visual aesthetics of above-ground utility structures should be enhanced with landscaping, fencing or other approved screening devices.
3. Any new visible utility structures, particularly water-related, should be designed with interpretive features that enable citizens to better recognize and understand the functions of public infrastructure.
4. Above-ground utility structures should be located away from and screened from major pedestrian and gathering areas, building entrances, windows and stormwater drainage areas where feasible.
5. Extending recycled water service lines to the area should be considered, as well as providing incentives to encourage new development to connect to recycled water lines for irrigation and other uses.

Public Art

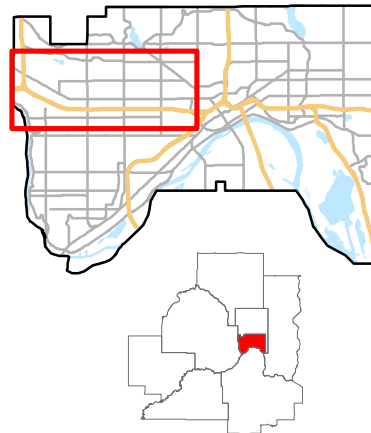
1. Existing and new spaces, such as parking lots, plazas, parks and temporary street closings that allow artists and audiences to interact in a participatory, temporary and somewhat unstructured manner should be created within the Snelling-Midway development. Public art events could include temporary festivals, street painting events, concerts, pageants and flea markets.
2. Undeveloped, underutilized and vacant spaces should be used during the various phases of redevelopment in the area for alternative and temporary art spaces. Artists should be involved in planning, design, construction, marketing, and maximizing these temporary public art spaces.
3. Artists should be engaged to create a neighborhood “vibe” by activating social spaces and visually enhancing areas that lack visual interest.
4. Artists should be engaged to identify innovative, unique and green approaches for the various phases of redevelopment in the neighborhood.
5. An artists-in-residence program should be promoted for establishing, integrating and maintaining a strong public art presence in the neighborhood.
6. The creation of signature public art works at gateway sites and other major destinations should be promoted to create visible landmarks that draw attention from near and far.
7. Pedestrian-friendly wayfinding should be created as an integral component of the public art plan to encourage audiences to move from one area to another within the neighborhood.
8. Artists should be engaged in creating unique, customized public realm furnishings, such as transit shelters, seating, bike racks, tree grates and light fixtures, etc.
9. Public art should be a tool for tapping into the neighborhood’s unique history. Historical references can be manifested in a multitude of ways, from well-designed and informative signs or plaques to sculpted figures reenacting an historic scene to motion-activated speakers that offer a poetic narration.
10. Demonstration projects should be used to attract attention to what’s happening in the neighborhood such as temporary visual and performance art events.
11. The City’s public art policies and guidelines should be used to maximize the potential of art projects in the public realm and the design of public infrastructure, such as parks, bicycle lanes, stormwater management, and transit facilities.
12. Public-private partnerships should be leveraged to create public art that enhances public infrastructure and open spaces, and maximize synergy with other developers, both public and private.
13. Innovative funding sources from both the public and private sectors should be sought to augment public art resources, such as partnerships with non-profits and crowd-funding events.
14. New technologies, such as Quick Response (QR) codes and geo-locational applications, should be embraced to allow audiences to access information about public art and other events going on in the neighborhood.

Green Line Area Housing Investment



Housing Projects

- Complete, New Construction
- Complete, Rehab/Refi
- Under Construction, New Construction
- Under Construction, Rehabilitation
- Pending/Pipeline, New Construction
- Pending/Pipeline, Rehabilitation (Affordable/Market Rate)
- Metro Green Line
- Interstate/Highway
- ½ Mile Green Line Radius
- Lakes and Rivers
- Park



Summary

Major projects with public funding participation within a half mile of the Metro Green Line and west of Rice Street since 2010. Those listed as pending may or may not receive public investment in 2016 and/or beyond. Two projects, Selby/Victoria and St. Albans Park, are shown due to proximity but are not within a half mile of the Green Line.

Total Residential Units
 Affordable: 2,438
 Market Rate: 615

Affordability
 All New Units: 65 %
 East of Snelling: 100 %
 West of Snelling: 41 %



This drawing was prepared for the use of the Saint Paul Planning and Economic Development Department and is intended to be used for reference and illustrative purposes only. This drawing is not a legally recorded plan, survey, official tax map or engineering schematic and it is not intended to be used as such.



USE AND DEVELOPMENT AGREEMENT COMMUNITY BENEFITS

Use Agreement:

- The City and Team have committed to entering into a new public private partnership to create new green spaces and/or public plazas. (Use Agreement page 1)
- Among other things, the construction and operation of the Stadium will: (i) provide a multi-purpose stadium and related infrastructure for professional soccer and other events; (ii) further the vitality of the Midway Development Site by generating increased economic activity; and (iii) further economic development and stimulate the local economy overall. (Use Agreement page 2)
- Local Ethnic Food Vendors. The Team will encourage the Concessionaire to include ethnic food from local community food vendors when food is sold at Events in the Stadium. (Use Agreement page 29)
- The club will pay an annual rent of \$556,623.96. (Use Agreement page 14) The annual rent from the stadium will be used to fund public transit operations.
- The Team will engage in outreach programs and opportunities to support youth sports in the community, the State of Minnesota and in particular the City of Saint Paul Parks and Recreation center fields and services, with emphasis on non-profit soccer organizations and amateur soccer programs, such as youth soccer training camps and player appearances and affordable programming for soccer. (Use Agreement page 25)
- The Team will make the Stadium available, in the Club's reasonable discretion, for: (i) Soccer matches involving non-professional organizations, including the Minnesota State High School championships, the MYSA championships and select recreational league and organized community games, and (ii) Public and amateur sports, community and civic events and other public events. (Use Agreement page 17)
- The Team will provide affordable access to home games in a manner generally consistent with the affordable seating plan. (Use Agreement page 24)
- Workforce. The Team shall list any vacant or new positions at the Stadium that it may have with state workforce centers under Minnesota Statutes Section 116L.66, as such statute may be amended, modified or replaced from time to time. (Development Agreement page 25)
- Prohibition on the advertising tobacco products (D-1)



Development Agreement:

- Small businesses, minority owned businesses, and woman owned businesses will receive a percentage of the contracts for the construction of the stadium and related infrastructure. For construction of stadium site Infrastructure, the Central Certification Program (CERT) must be used to certify eligible businesses. For the construction of the Stadium, the Team may use the Central Certification Program (CERT), the Minnesota Unified Certification Program ("DBE") and/or the State of Minnesota Targeted Group Business ("TGB") directories may be used to certify eligible businesses. (G-1)
- Snelling Avenue Green Line Light Rail Stop. The City will cooperate with the Team's negotiation of an operations and maintenance agreement with the Metropolitan Council to (i) upgrade the Green Line transit stop at Snelling Avenue to address the additional and peak traffic expected for events in the Stadium, and (ii) identify the transit stop with the Club's name similar to transit stops near other sports facilities in the metropolitan area. (Development agreement page 26)

D R A F T

Snelling Midway Jobs Strategy Report
May 2016

Snelling Midway Jobs Strategy Work Group

DRAFT

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F	The ALANA Economic Base of the Midway Area – April 2016
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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 reimaged 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.

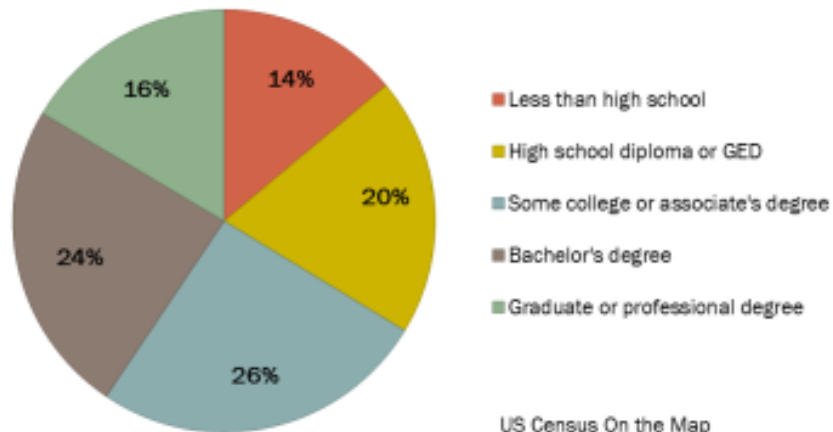
Economic and Market Context and Worker Trends

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)

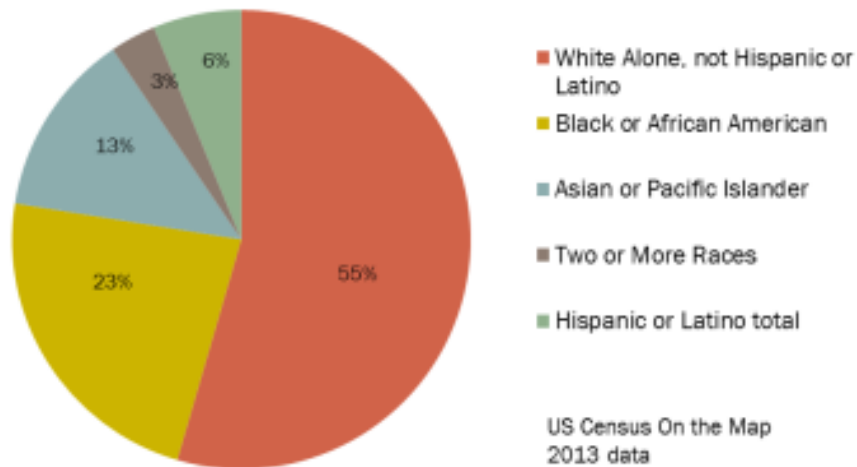
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Educational Attainment (25 years and older)

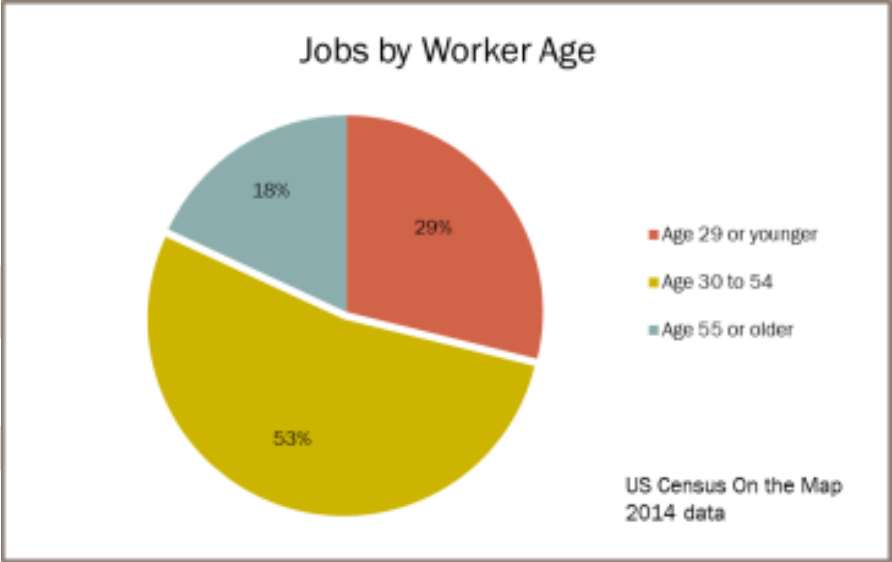
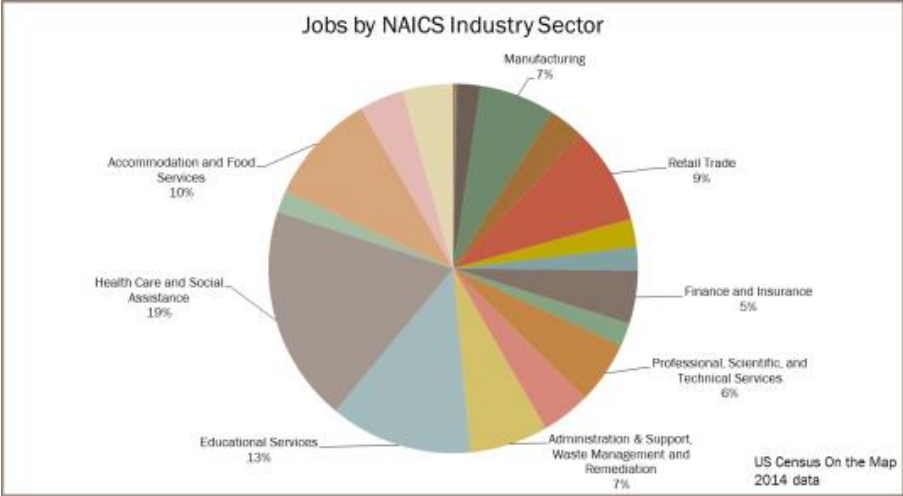


US Census On the Map
2013 data

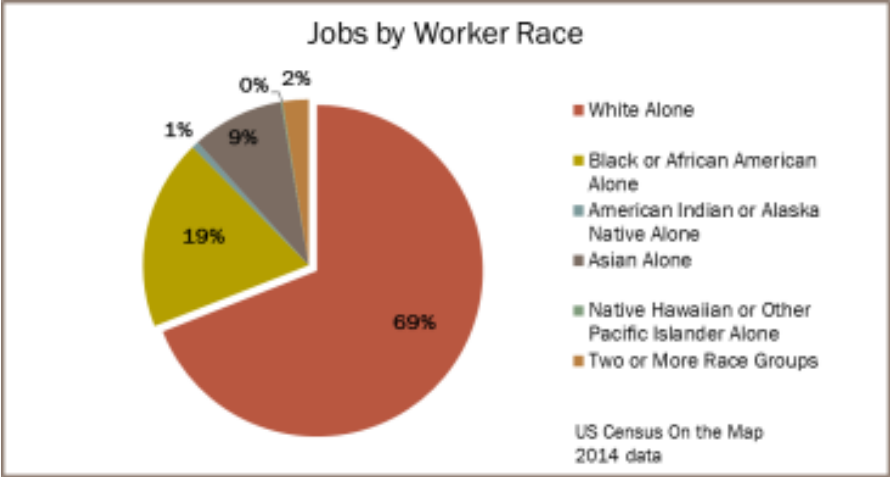
Race and Ethnicity of Population



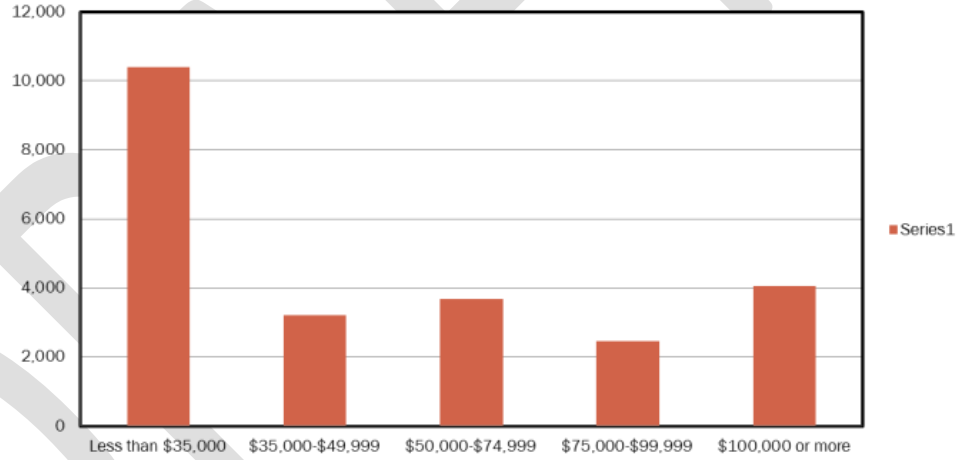
US Census On the Map
2013 data

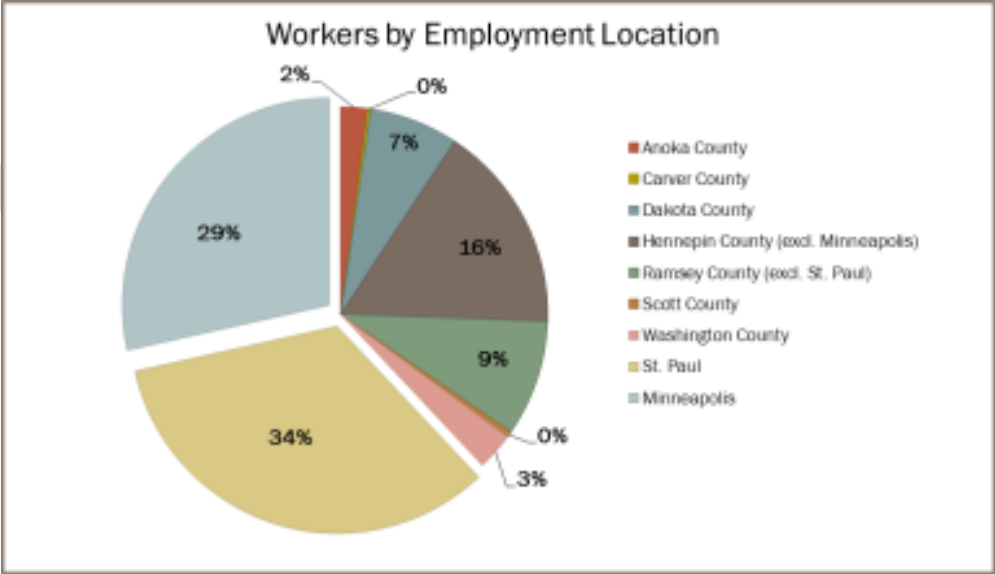
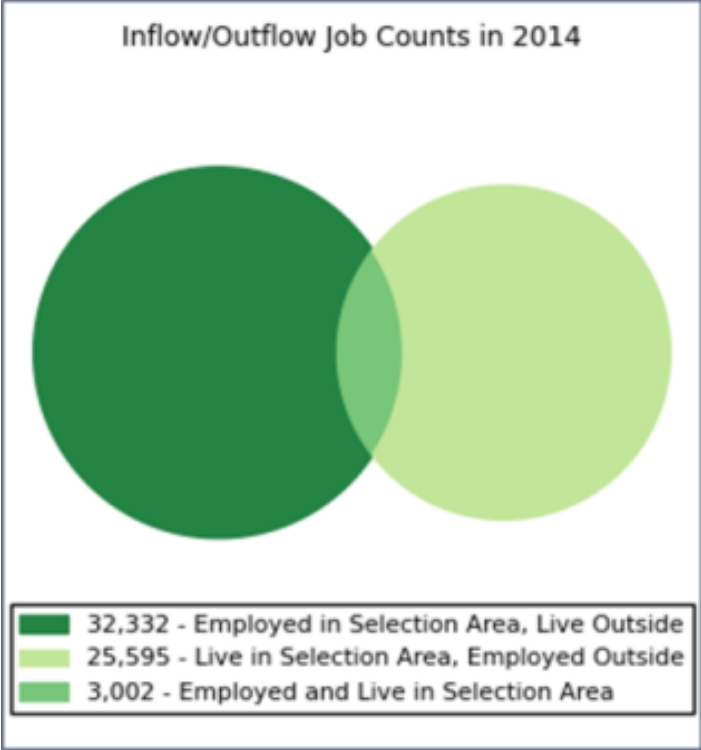


Total Workers by Age in (2014): 28,597

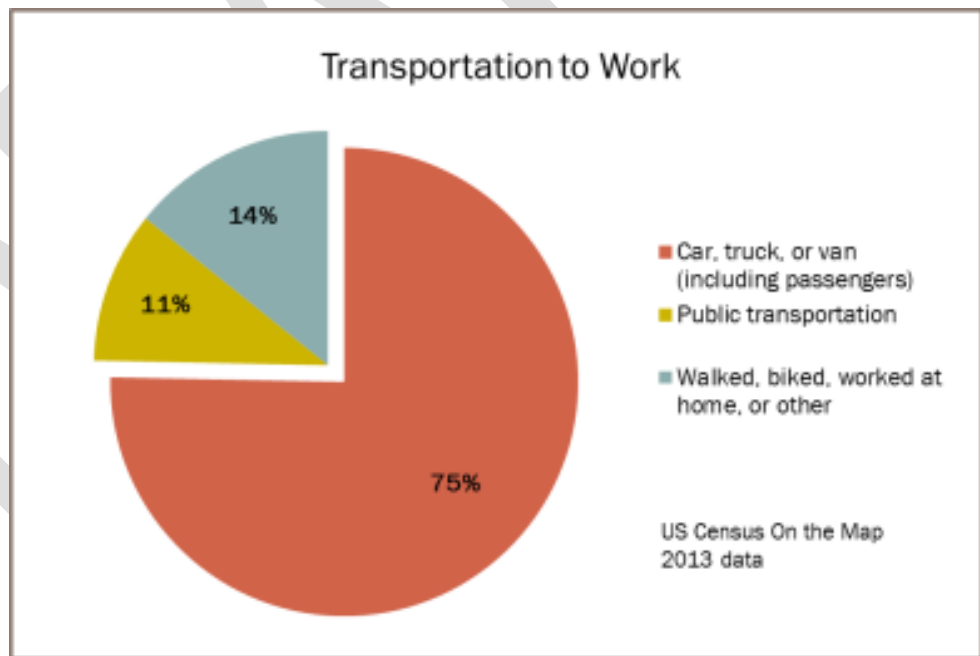
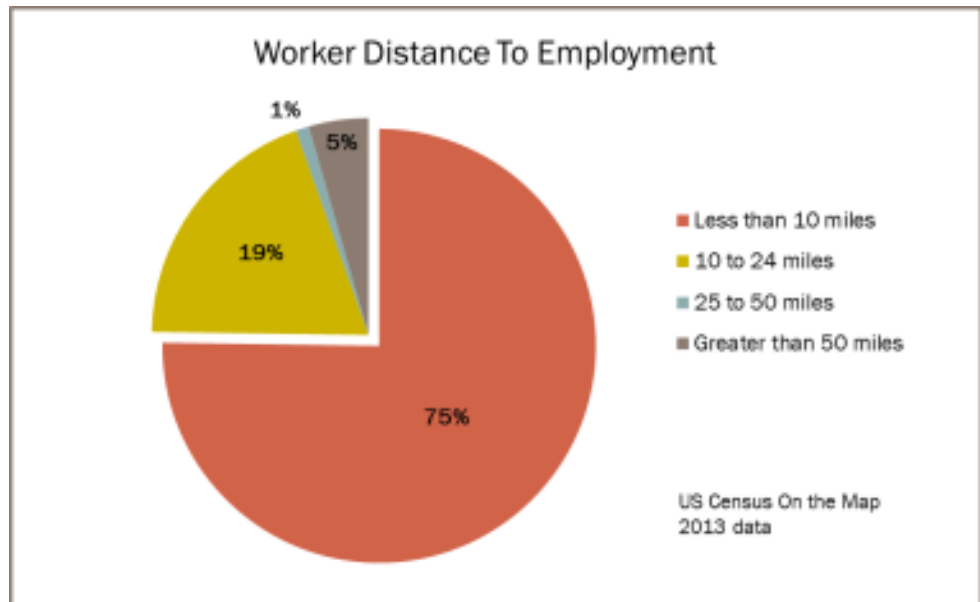


Household Income of Workers (2013 dollars)

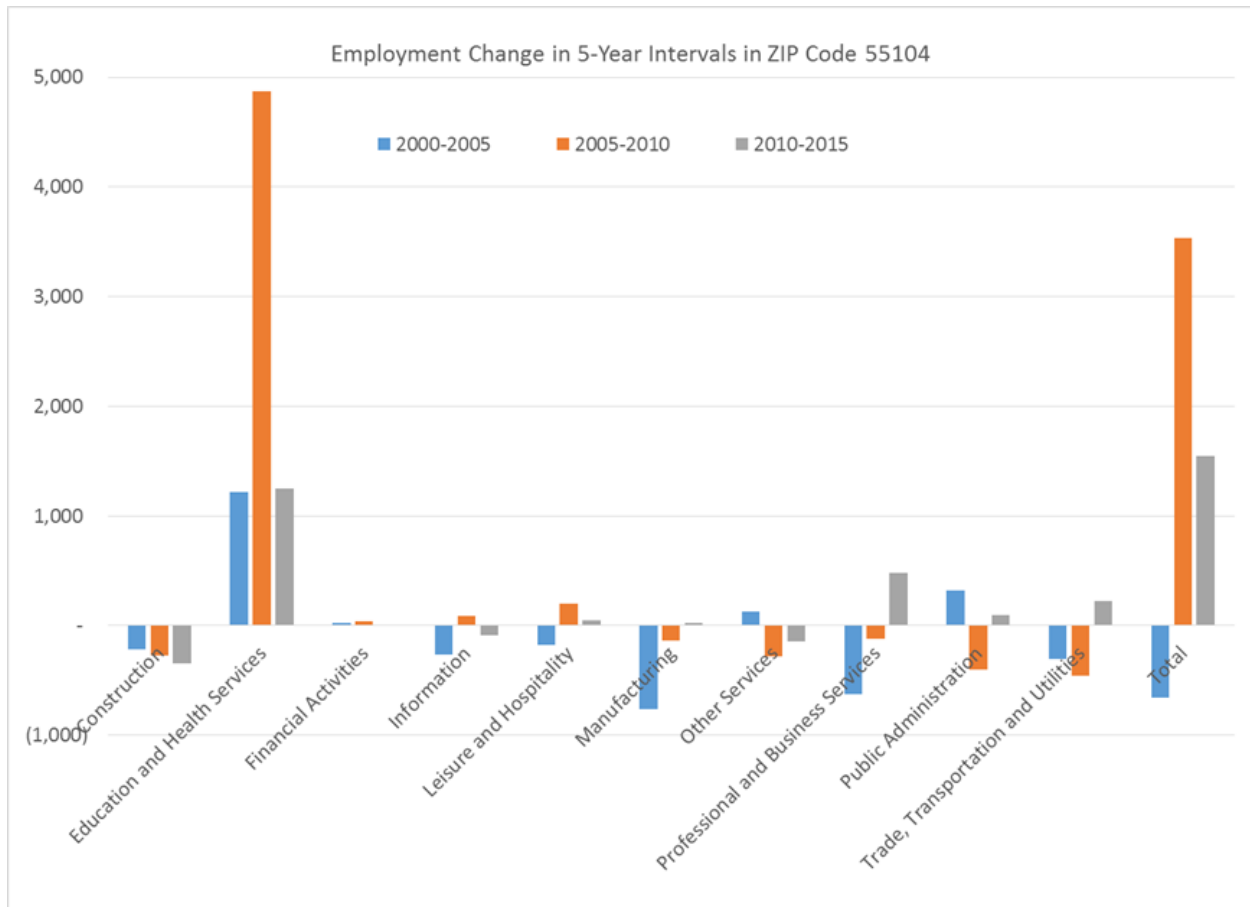




Total Employed Workers: 25,297
Workers with Identified Employment Location: 24,751



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

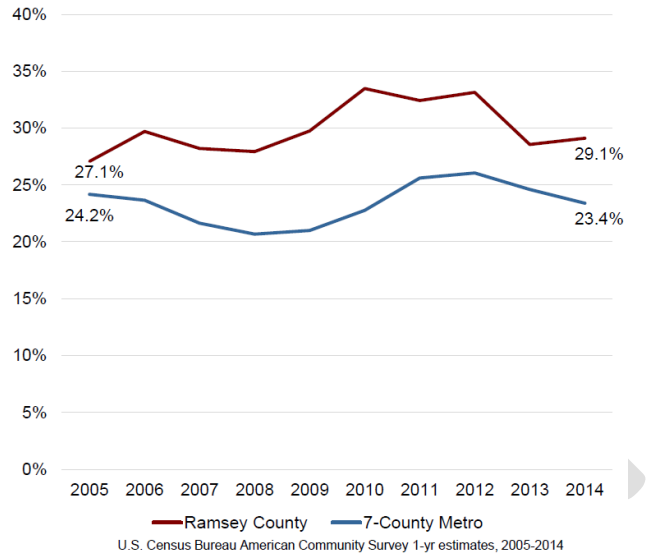
Ramsey County residents of color **are poorer** than people of color living in the 7-County Metro Region at large.

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



DRAFT



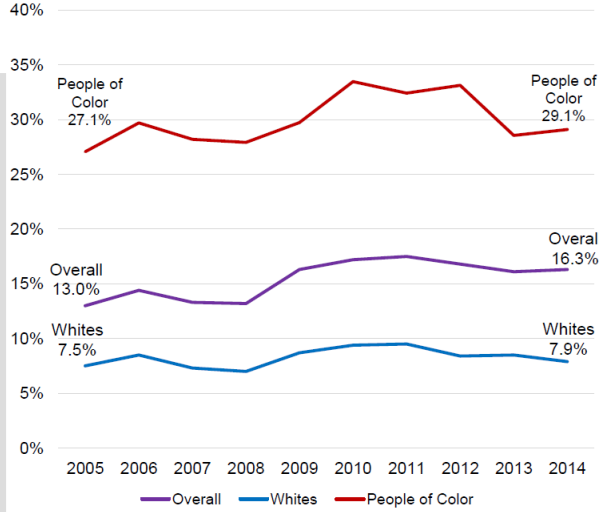
OPPORTUNITY

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



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



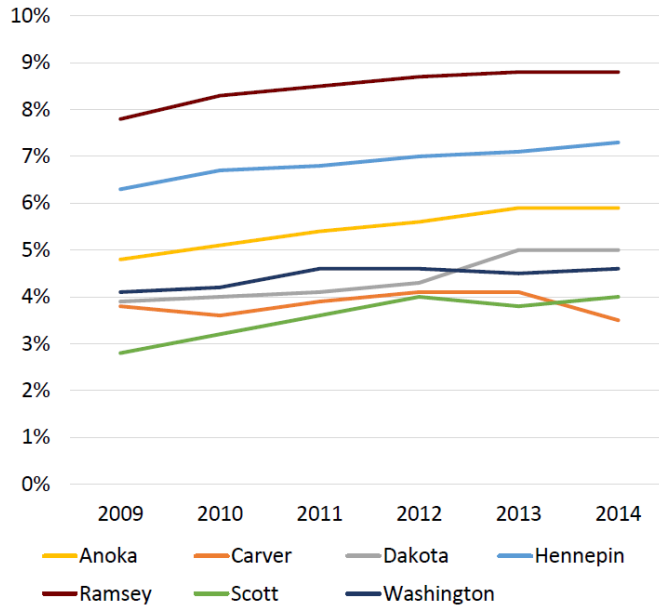
OPPORTUNITY

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



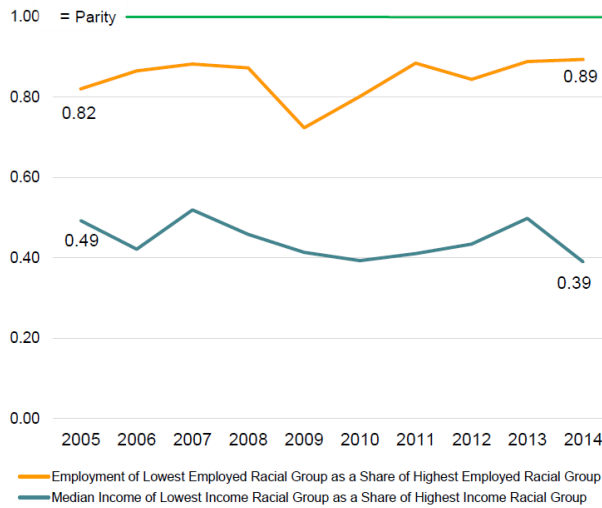
PROSPERITY

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.*



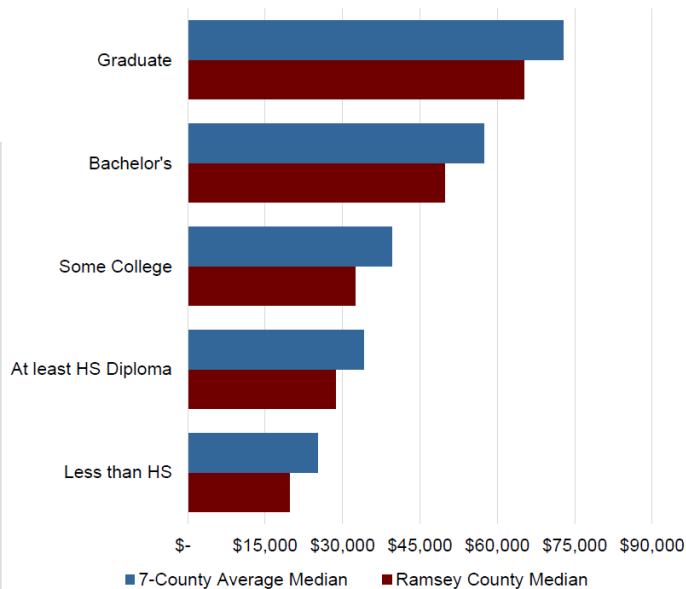
PROSPERITY

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

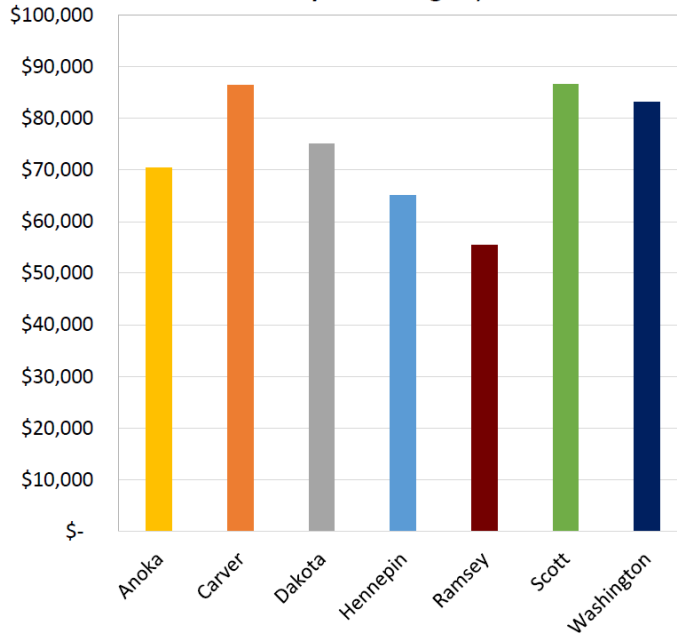


PROSPERITY

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

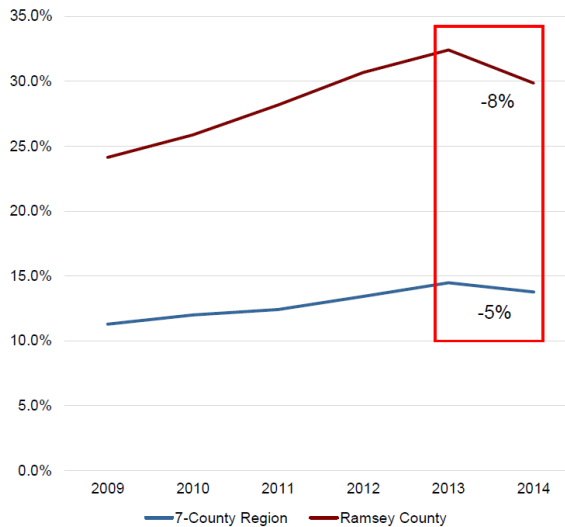


PROSPERITY

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



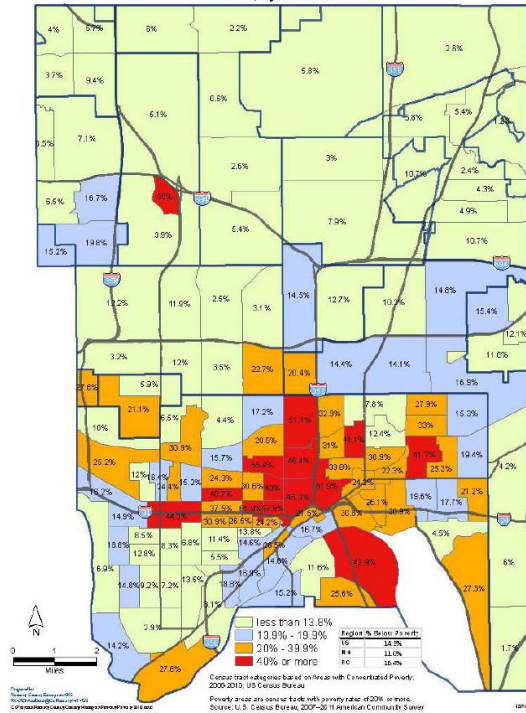


PROSPERITY

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
<i>answered question</i>		125
<i>skipped question</i>		6
<i>skipped question</i>		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
<i>answered question</i>		127
<i>skipped question</i>		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:

<u>Activity</u>	<u>Supporting Partners to the City (PED)</u>
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