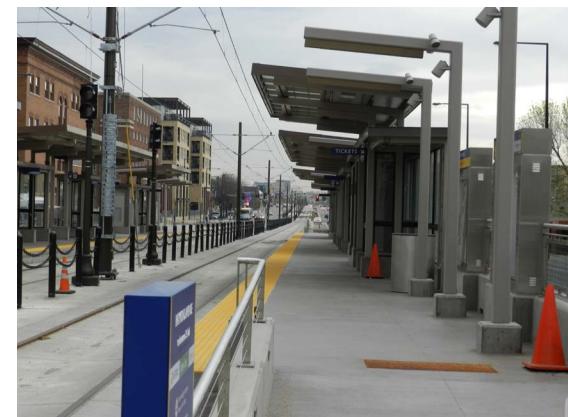


# WEST MIDWAY INDUSTRIAL AREA COMPREHENSIVE PLAN AMENDMENT



*The West Midway Industrial Area contains some of the most productive industrial activity in the Twin Cities Metropolitan Area. Yet, its best destiny as an economic powerhouse lies in its future – a future that can take maximum advantage of the current infrastructure, the local work force, its central location, and the potential for larger-parcel redevelopment.*

## West Midway Industrial Study Task Force

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This Comprehensive Plan Amendment is excerpted from the West Midway Industrial Strategy, July 2013. The Strategy is broader in scope than is appropriate for a Comprehensive Plan Amendment, so it has been captured in three different documents:

1. The West Midway Industrial Area Plan;
2. The West Midway Working Agreement among public agencies for implementation of the Strategy; and
3. A White Paper “The City’s Great Employment Challenge – Optimizing the Use of Industrial Land for Job Growth.”

Development of the Strategy went through a rigorous community participation process between 2010 and 2013, before being completed. This Plan Amendment keeps to the format and content of the Strategy.

**West Midway Cover Photos:** Highway 280; BNSF Facility; Wycliff Street & Bradford Street; Silgen Building; Raymond Avenue Green Line LRT Station; Saint Paul Port Authority Westgate Business Center

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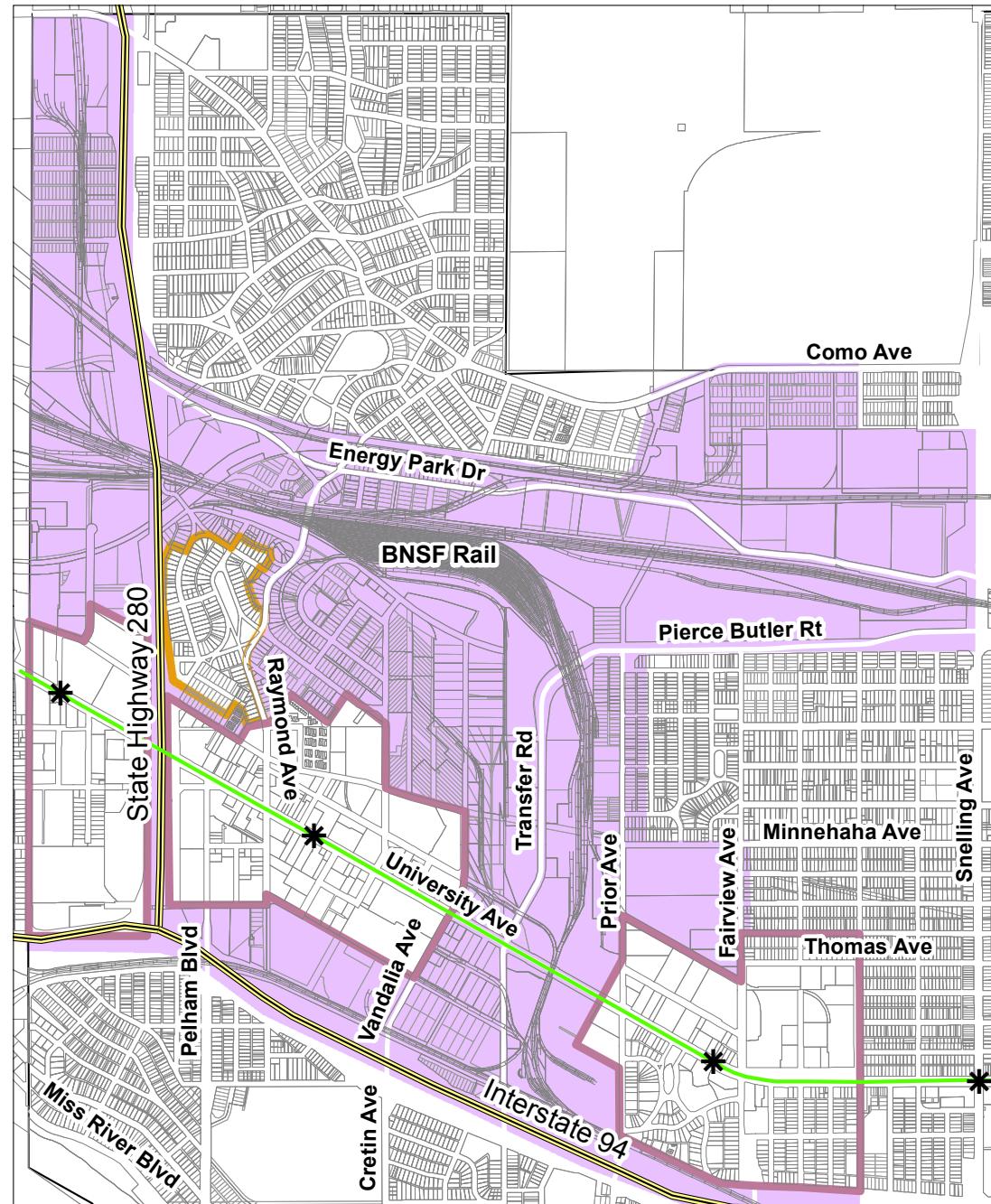
# WEST MIDWAY INDUSTRIAL STUDY AREA

## Legend

- \* Light Rail Stations
- Green Line LRT
- West Midway Industrial Study Area
- Station Area Plan Boundary (area excluded)
- St. Anthony Park residential area (excluded)

0 0.25 0.5  
Miles

Source: Saint Paul PED; Ramsey County



# WEST MIDWAY INDUSTRIAL AREA COMPREHENSIVE PLAN AMENDMENT

The West Midway Industrial Area Plan is intended to foster reinvestment and redevelopment in the West Midway Industrial Area. Industrial business is the engine that drives the city's growth in livable-wage jobs, and helps stabilize the property tax base. As such, it is in the community's best interests to help local business grow, while attracting new industrial investments. Industrial investments are increasing nationally and locally.

The West Midway Industrial Area needs to be prepared to attract and accommodate investments in both existing businesses and new development. The improving economy, completion of the Green Line Light Rail Transit line along University Avenue and its central location suggest that now is the time to prepare the Area for industrial business and developer investments. However, the improving economy, great location and LRT are not enough to realize major industrial growth in the West Midway Area. Antiquated or abandoned buildings, small development sites, and lack of a coordinated strategy will keep the Area from realizing its best potential unless the community takes action. The actions proposed by this Plan will require cooperation and intensified efforts by the business community and public sector (primarily the City of Saint Paul/Port Authority), with assistance from the greater Saint Paul community and the philanthropic sector.

To proceed, this Plan first looks at the existing assets of the **location** of the West Midway Industrial Area and the **strength** of the existing industrial sector. Then, the actions of this Plan focus on **business collaboration** and **strategic public investments** to set the table for increased private industrial investment.

## THE CHARGE

The Saint Paul Planning Commission, on May 21, 2010, established the West Midway Industrial Study Task Force to make recommendations for land use for the Planning Commission's consideration as an addendum to the Saint Paul Comprehensive Plan. The geographic scope of the Strategy includes the boundary shown in the Industrial Study Area map, but strategically excludes the three Green Line LRT station areas and the South St. Anthony residential area.

## PLAN POLICY

There is a variety of City Plans that have been adopted that set the stage for land use policies in the Study Area. This Plan accepts all of the City-adopted plans, and uses them as groundwork for the recommendations. Specific portions of these plans have been brought into the Plan, as appropriate. (See Appendix C)

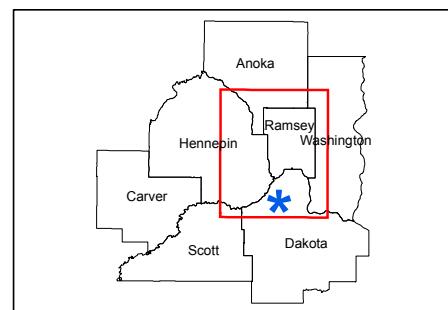
## WEST MIDWAY REGIONAL CONTEXT AND LOCATION

The West Midway Industrial Area is ideally located for industrial development, with access to transportation infrastructure and an employment base unparalleled in the region. At the northern edge of West Midway is the mainline track for the BNSF railroad – connecting the massive Chicago freight rail hub to the northern Great Plains and the Northwest/Pacific Rim ports. Through the southern portion of West Midway is the soon-to-be completed **Green Line LRT**, which will carry 45,000 to 60,000 riders per day by 2030 and connect the three largest employment concentrations in the state (the University of Minnesota Twin Cities Campus, downtown Minneapolis and downtown Saint Paul). On the southern edge and through the western portion of West Midway are Interstate 94 and Highway 280. In combination, access to rail, transit and highways is unparalleled in the metropolitan area. In addition to the transportation network, the West Midway Industrial Area is in the geographic middle of a very dense concentration of workers. Situated halfway between the two downtowns and **within a 20-minute commute of over 900,000 potential workers** makes the area ideal for businesses to access a qualified workforce (residents ages 18-65). (ESRI Community Analyst)

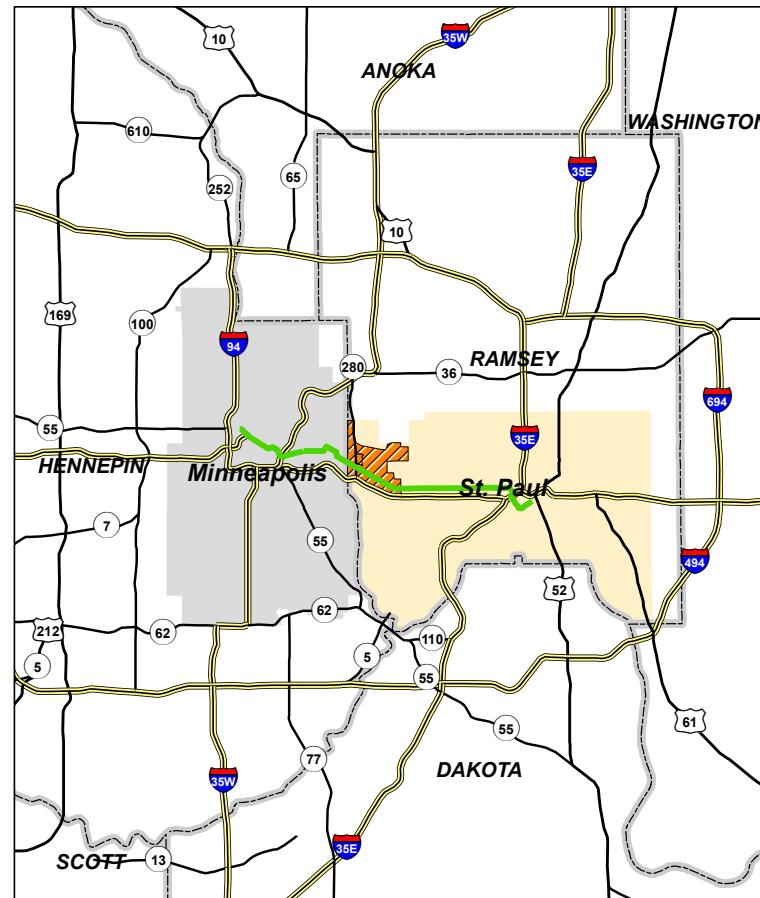
### West Midway Regional Context

#### Legend

- Green Line LRT
- West Midway Industrial Area
- County
- Minneapolis
- St. Paul
- Interstate
- US Highway
- State Highway
- Rail lines



Source: City of St. Paul Planning and Economic Development;  
Metropolitan Council; MnDNR



## PLAN SUMMARY AND STRUCTURE

The central challenge for creating high-value employment and bolstering tax revenue is to empower the local business community while focusing public actions in support of new investments. Individually, businesses have little power to impact industrial growth, except in rare circumstances for very large companies. However, collectively businesses can have profound impacts on business growth strategies, marketing, and public investments. With hundreds of businesses in the West Midway area, the broader community has a major stake in success of individual businesses as well as prosperity of the entire area. At the same, the public sector recognizes the responsibility to invest strategically in both infrastructure improvements and land assembly/marketing.

This Plan is divided into two main sections: Industrial Business Retention and Expansion, and Land Development.

The **Industrial Business Retention and Expansion** section first focuses on the needs of business. It includes:

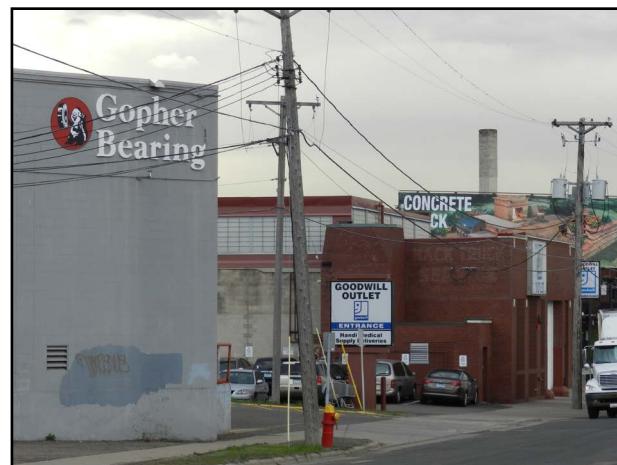
- **Business Engagement** section dealing with collaborative actions among businesses.
- **Strategic Public Investments** in support of the industrial business climate through infrastructure improvements and land assembly
- **Resources Needed**

### The **Land Development Strategy**

- Focuses on actions in three Sub-Districts within the larger West Midway Industrial Area and sets the context and basic preferred direction for land use in those Sub-Districts.
- It also incorporates the LRT Station Area Plans/Zoning Code Amendments that have already been adopted, and accepts as givens those lands reserved for higher intensity redevelopment along the Central Corridor (Green Line).



Industrial development in Williams Hill



Businesses at Territorial Road and Cromwell Avenue

## » BUSINESS COLLABORATION

**Collaboration among businesses is essential in attracting reinvestment and new investment in industrial development.** The local business community needs to improve the chances for industrial redevelopment through collaborative strategies and actions, through private investments in site improvements, and through aggressive marketing. This Plan includes a program of coordinated efforts among the business community:

- **B-1** Better define the common and individual needs of businesses
- **B-2** Develop a "West Midway Industrial Area Partnership"
- **B-3** Engage in the discussion of a Regional Economic Development Strategy
- **B-4** Cultivate stronger relations among building owners, the City and the University of Minnesota
- **B-5** Cultivate stronger relations between the industrial business community and residential neighborhoods
- **B-6** Expand workforce preparedness focused on existing and emerging industrial business needs
- **B-7** Enhance the environmental sustainability of industrial development in the area
- **B-8** Promote development/redevelopment of sites to benefit existing businesses and promote new, intensive job creating businesses
- **B-9** Explore options for building reuse by attracting smaller, artisanal, creative enterprises – and thereby nurturing entrepreneurship.

## » STRATEGIC PUBLIC INVESTMENTS

**Government – City, State, Federal – need to work together to facilitate industrial investments and business growth.** The focus of public action must be on supporting existing businesses while setting the stage for future industrial investments. In addition, strategies are needed to ensure that the quality of new development and reinvestments in existing industrial sites benefit the surrounding residential community:

- **PI-1** Retain and protect current industrial land from conversions to non-industrial uses.
- **PI-2** Invest in the street and roadway network
- **PI-3** Improve the physical environment in ways that help businesses
- **PI-4** Improve the physical environment in ways that help workers
- **PI-5** Improve the physical environment in ways that help neighborhoods
- **PI-6** Improve bicycle and pedestrian facilities

## » RESOURCES NEEDED

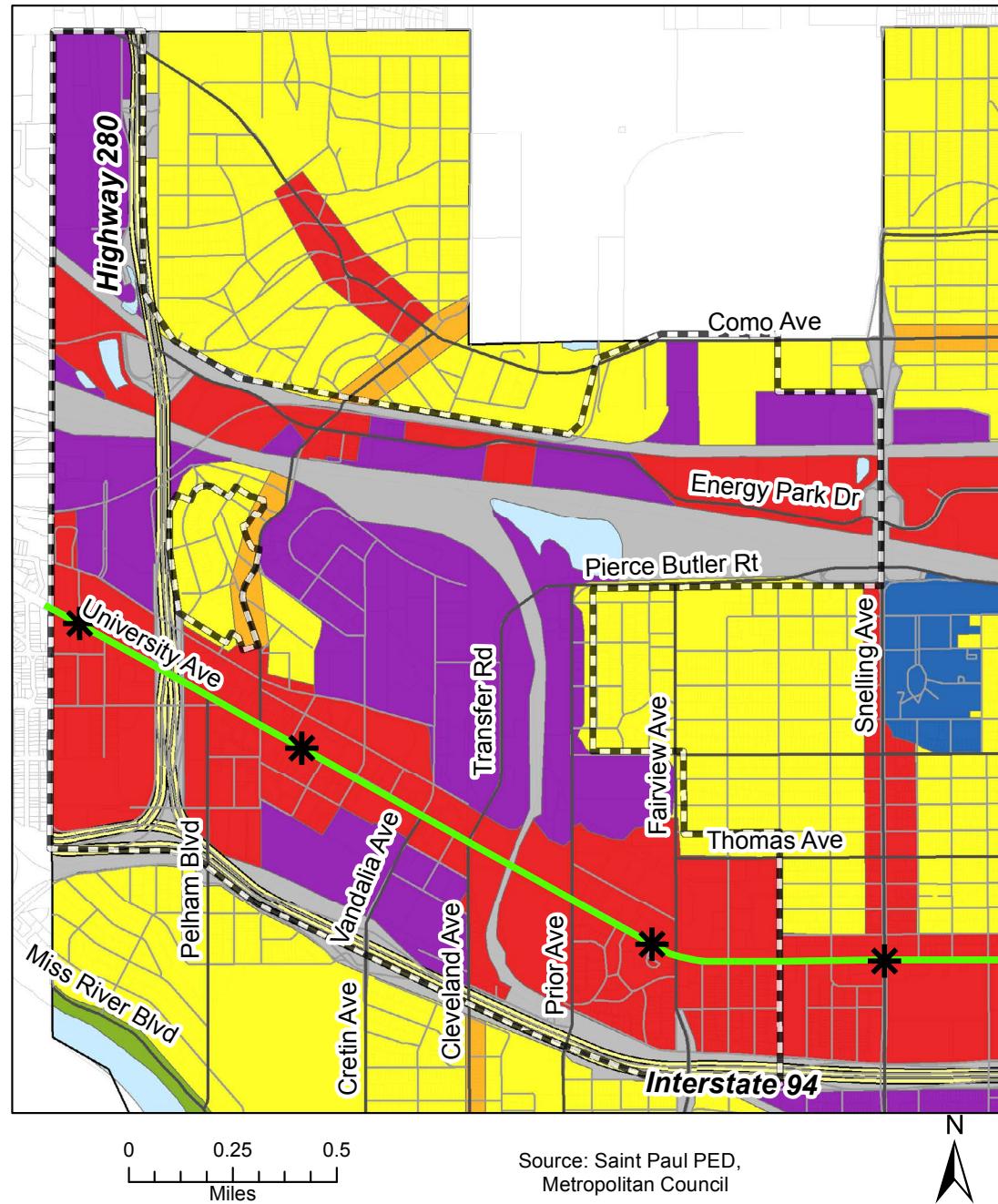
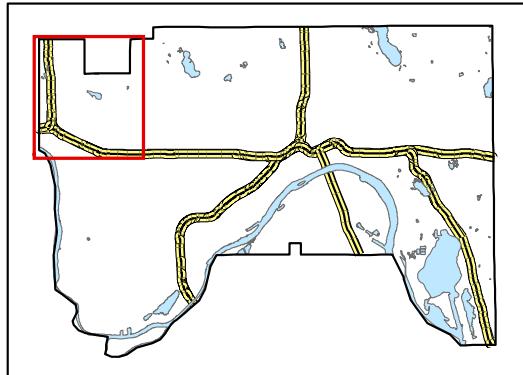
The array of resources needed to implement this Plan will be difficult to assemble, and **will only happen with the coordinated efforts of the business community, the adjacent neighborhoods, the philanthropic sector, and the public sector.** Collective political action and a sound strategy will require long-term commitments. Such commitments should be memorialized, wherever practicable. Among the resources needed for implementation include:

- **R-1** Sustain a commitment to the Plan by business leaders, Saint Paul Area and Midway Chambers of Commerce, the City, and Saint Paul Port Authority
- **R-2** Sustain the partnership among the Public, Private and Philanthropic (P3) sectors; focused on livable-wage jobs, tax base, and business retention/expansion.
- **R-3** Public staffing work must include:
  - Department of Safety and Inspections work on continually improving permitting and regulations administration.
  - Department of Planning and Economic Development work on business outreach, prospecting for State and Federal assistance, and ongoing research into improved methods of redevelopment finance.
  - Saint Paul Port Authority continued work on business outreach, site assembly/pollution remediation and targeted marketing.
  - Department of Public Works continued work on infrastructure improvements.
- **R-4** Establish funding for site assembly and preparation, such as use of Tax Increment Financing, and Federal HUD/EPA assistance.
- **R-5** Secure funding for major highway improvements from Metropolitan Council, MnDOT, USDOT and City investments.
- **R-6** Seek legal authority essential for ongoing industrial redevelopment, particularly the power of eminent domain.

## West Midway Industrial Area Generalized Land Use

### Legend

- \* Green Line LRT Stations
- Green Line LRT
- West Midway Industrial Study Area
- Major Institutional
- Water
- Transportation
- Residential Corridor
- Mixed Use Corridor
- Major Parks
- Industrial
- Established Neighborhoods



# INDUSTRIAL BUSINESS RETENTION AND EXPANSION

The economic condition of Saint Paul's industrial sector is best characterized by "An Industrial Strategy for the City of Saint Paul" (2012). This report ("the ICIC Report") was commissioned by the Saint Paul Port Authority, and prepared by the Initiative for a Competitive Inner City (ICIC), Interface Studios LLC and the Pennsylvania School of Design. (See the ICIC Report on the Port Authority web site: <http://www.sppa.com/>) The Strategy highlights the following:

- City is lagging behind in employment growth in the region, as gaps persist in the regional economy.
- Technology transfer and spinoff from research institutions have not generated enough impact in terms of regional jobs and growth.
- There is pressure to convert existing industrial land to non-industrial uses.
- Locally, existing industrial assets and a robust manufacturing legacy provide the opportunity to leverage industry into a sustainable vision that promotes growth in the city and region.
- Over the course of the previous decade, the region's urban core lost more than 100,000 jobs while less developed suburbs added roughly 36,000. This movement of jobs, combined with urban poverty rates that are more than twice those of the region, highlights the importance of equitable development throughout the region.
- Modern industry represents a range of activities involving the production, distribution, and repair of goods and materials. In fact, the focus suggested by the ICIC Report is a focus on PDRL

signifying Production, Distribution, Repair, and Logistics.

- Modern industrial land may be occupied by laboratories, flex space, warehouses and distribution centers, or purpose-built manufacturing. This mix results in a broad array of opportunities for cities and their residents.
- Modern industrial development does not have to be an eyesore or environmental degradation for the surrounding community. In fact, more recent industrial development is typified by modern looking buildings, many of which were developed by expanding businesses located across the street or very close to residential areas.

**Indexed Employment Growth in Twin Cities, 1998-2009**

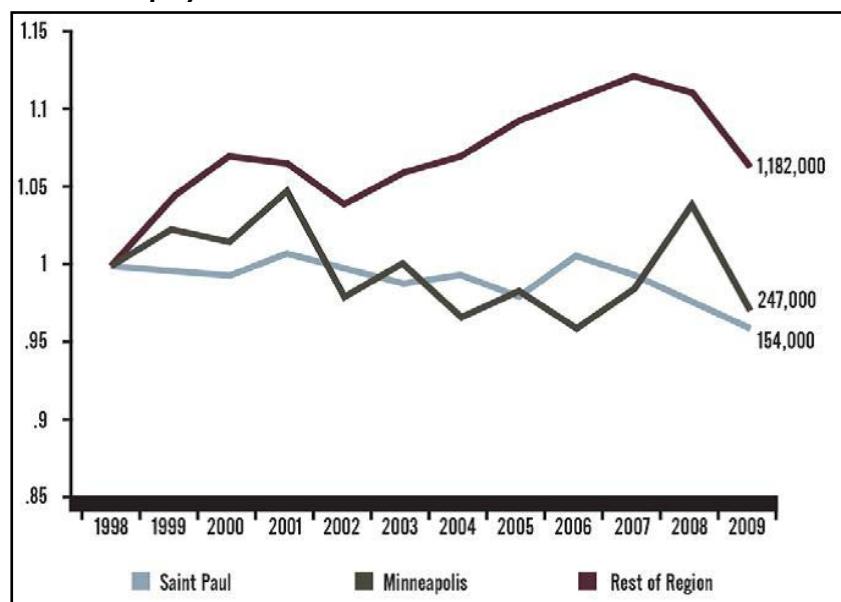


Figure 1 from Industrial Strategy for the City of Saint Paul  
SOURCE: County Business Patterns, ICIC Analysis

## » BUSINESS ENGAGEMENT

There are many things that can be done at the local level to improve the business climate. Over time those measures can have profound impacts on the success of local businesses and in gaining the most productive industrial uses in the area.

In cooperation with the Midway Chamber and Port Authority, a forum of local business leaders will establish a coordinated dialogue for the benefit of existing businesses. That dialogue will help define resources needed to improve business conditions for both individual businesses and for reinvestment/redevelopment in the West Midway Industrial Area. The Midway Chamber, Port Authority and PED staffs will help get that dialogue started, including outreach to individual businesses, but this effort must be led by local business leaders.

Collective action among the businesses may take the form of sharing resources to better deal with parking, energy conservation and stormwater issues. It may take the form of better marketing within business sectors and to the broader community. It may include better ongoing outreach to adjacent residential neighborhoods. It may take the form of exterior improvements to buildings and properties including landscaping and façade improvements.

**B-1**

**Better define the common and individual needs of business.** Currently, the West Midway Industrial Area contains various businesses that do not generally communicate amongst themselves, much less come to common understandings of issues they face. In this area, government can play a catalytic role in business outreach and bringing businesses together. Initially, the Port Authority and City will expand efforts at outreach to individual industrial businesses with focus on business retention, expansion, community relations, accessibility, regulatory processes, and capitalization.

**B-2**

**Develop a “West Midway Industrial Area Partnership” among local industrial business leaders, developers/leasing companies, the Port Authority and the City.** Understanding common interest needs a vehicle for discussion and action. This Partnership will:

- a. Define those issues that are common to all/most local businesses. This can begin with the outreach to businesses, defining elements of common interest, and common issues. In cooperation with the Midway Chamber of Commerce and Port Authority, expand ongoing outreach efforts.
- b. Develop/promote private efforts that ensure efficient goods and employee movement. Define those issues of freight movement and access by customers/employees beyond those included here, in development of ongoing improvements to the transportation network.

**B-2, continued**

- c. Develop and promote area-wide physical improvements – possibly employing an Industrial Business Improvement District (BID) – that enhance the value of property, attract additional business investments and increase site marketability for resale. Such activities may include: street reconstruction; streetscape improvements; landscaping on private property; front entrance spruce-up; and site clean-up campaigns.
- d. Create a “Good Neighbor” strategy, which defines common ground with the surrounding neighborhoods, develops specific projects and programs to the mutual benefit of business and community, and seeks joint support when pursuing funding for business development/redevelopment activities. Such activities may include: ongoing, periodic discussions between business and neighborhood to define projects, set priorities and define funding strategies; and area-wide clean-up efforts between business and neighborhoods.
- e. Promote environmental stewardship in keeping with sound business practices and sustainable environmental practices. This includes, but is not limited to: more effective pollution remediation via groundwater treatment; more efficient stormwater retention techniques; and promotion of employee use of transit, walking and bicycling.

**“Business Improvement Districts (BIDs)**  
have a strong track record of success  
in commercial areas and are being  
increasingly utilized for urban industrial  
areas as well in major cities. Challenges  
stemming from older infrastructure and  
older buildings are more easily resolved  
when there is a clear management presence  
for both exterior spaces and interior  
common areas of multi-tenant business  
center facilities. This is a straightforward  
way of increasing retention of existing  
firms. If, and only if, agreed upon by area  
firms, a small assessment based on street  
frontage, facility square footage or even  
employment could be pooled to fund clean  
and safe improvements and development/  
communications programs in the immediate  
vicinity of the assessments.”

- ICIC Report, p 63

[http://www.sppa.com/wp-content/  
uploads/2012/07/ICIC-Saint-Paul.pdf](http://www.sppa.com/wp-content/uploads/2012/07/ICIC-Saint-Paul.pdf)

## B-2, continued

- f. Undertake a Public Relations Campaign, initially focused locally to enlist greater support from other businesses, developers and the community; and then focused on the regional/national business community to attract more investment. One option is to highlight the benefits associated with industrial development. The Port Authority – through the ICIC Report outreach – has begun this effort to share the benefits of industrial businesses and development. In addition, this campaign can promote the concept of Production, Distribution, Repair and Logistics (PDRL), and lead to a dramatically different understanding of industry than just a generation ago.
- g. Elicit the active support of the Greater MSP Initiative, to assist in seeking business prospects as well as providing expertise concerning investment trends and business requirements. The Greater MSP is a relatively new initiative. The business community, through the Midway Chamber of Commerce, Port Authority and PED must reach out to Greater MSP with a specific list of needed support, educating them as to the vital nature of a healthy West Midway Industrial Area to the economic well-being of the region.
- h. Support efforts to retain stable work spaces for small-scale, small-batch manufacturing, artisan and creative enterprises (based, in part, on the Greenpoint and Design Center models.)

*Promoting the focus on PDR[L] – Production, Distribution, Repair [and Logistics] – represents the best future for the West Midway Industrial Area. A heightened focus on industrial activity holds the key to reversing some negative trends, while preserving middle-wage jobs that are accessible to residents across the educational attainment spectrum. And, contrary to popular perception, such a vision hardly entails a city laden with smokestacks and pollution. Modern industrial land may be occupied by laboratories, flex space, warehouses and distribution centers or purpose-built manufacturing – resulting in a broad array of opportunities for cities and their residents.”*

*- ICIC Report, p 3*

<http://www.sppa.com/wp-content/uploads/2012/07/ICIC-Saint-Paul.pdf>

A series of regional economic development discussions have occurred over the last 30 years: various Metropolitan Council efforts, creation of the Capitol City Partnership and the Itasca Project. The current Greater MSP effort focuses on marketing primarily and is explicitly not an effort to develop and implement a regional economic development strategy. The current lack of a regional economic development strategy puts the Twin Cities Metropolitan Area at a marked disadvantage in growing the industrial sector and in competing internationally with other regions.

Recently, the Metropolitan Council has begun efforts to develop such a regional strategy by integrating economic competitiveness and economic development into their latest regional strategy: THRIVE MSP 2040. Historically, the Metropolitan Council's charge included the "orderly and economical development" of the region. However, since the early 1980s the Metropolitan Council has been somewhat passive about asserting a regional economic development strategy. The Saint Paul community should support a robust regional strategy that includes local development agencies as well as regional policy-making efforts. That new strategy needs to focus on workforce preparedness, important changes to the State's tax codes and first-rate infrastructure.

**B-3 Engage in the discussion of a Regional Economic Development Strategy.**

- a. Participate in the regional THRIVE MSP 2040 discussions
- b. Insist the discussions include a broad range of constituents including: Greater MSP, Itasca Project, Chambers of Commerce, Urban Land Institute – Minnesota, the Minnesota Center for Fiscal Excellence, the State Legislature and local development agencies.
- c. Promote an aggressive regional approach to workforce training and development.
- d. Promote changes and simplifications to the State tax codes which improves transparency and does not over-burden job-creating industry to the extent that the region loses its competitive edge.
- e. Promote a first-rate transportation system, particularly transit services in the urban area – proven to be essential in global economic competitiveness.

The **Greater MSP Partnership** is committed to accelerating job growth and capital investment in Minnesota's 13-county Minneapolis-Saint Paul metro area. As a public-private non-profit partnership, its vision is to be a value-added resource to all economic development organizations in the Greater MSP region. Greater MSP works with economic development partners at the state, county, and local levels. It provides vision, strategy, resources and staff support to governments and organizations involved with job creation, regional marketing, and business recruitment, expansion and retention efforts. Specifically, Greater MSP partners with existing organizations to: 1) Set a strategic vision for integrated regional economic development; 2) Brand and market the Greater MSP region locally, nationally and globally; 3) Serve as "one-stop shop" to help businesses considering expanding or relocating in the region. <https://www.greatermsp.org/>

**B-4 Cultivate stronger relations among building owners, the City and the University of Minnesota.** The presence of the University of Minnesota campuses may offer opportunities for new business formation. Currently, the University is not contemplating new university buildings that might locate in the West Midway area. However, there are University-supportive businesses that may be interested in proximate location to University research facilities – particularly in the areas of medical and technological research and manufacturing.

- a. Develop stronger direct relationships with University departments that offer the greatest opportunities for new industrial developers and/or businesses.

**B-5 Cultivate stronger relations between the industrial business community and residential neighborhoods.** The importance of good design is essential, particularly in older industrial areas that are proximate to residential neighborhoods.

- a. Initiate a “Business-Neighborhood Dialogue” that meets periodically (perhaps quarterly) and discusses projects and issues of common interest. Such a dialogue would include business and neighborhood leadership as well as staff from the City and Port Authority.

*“In such districts, it is critically important to incorporate modern amenities and aesthetics in order to maximize firm retention and avoid negative perceptions around industry. To do this requires upgrades that are both functional and cosmetic. The best approach to achieving this would involve a partnership between industrial businesses, the Port Authority, and the city [including residential neighborhoods] that focuses on creating an inviting feel by promoting landscaping, signage, streetscapes, and other improvements that can encourage new and infill development in these employment centers.”*

**ICIC Report, p 62**

A healthy industrial business climate relies on an appropriately-trained and motivated workforce. The Saint Paul area has some very strong and ongoing efforts to improve the readiness of the local workforce.

**Saint Paul College** is a national leader in strategic and dynamic curriculum that results in viable, trained workers and has an exemplary placement track record. Programs include Career Pathways Academy (working with high school students) and curriculum focused on work habits and good citizenship as well as relevant technical training.

**Minnesota Department of Employment and Economic Development (DEED)** has a series of relevant programs to help business find strong work candidates, including Minnesotaworks.net (helping employers find qualified candidates), “National Career Readiness Certification” program ensuring awardees possess critical thinking skills, problem-solving skills and mathematic skills; and “Business Service Representatives” assisting employers find quality workers, analyze hard-to-fill positions and assessing salary requirements.

**Ramsey County’s** “Workforce Solutions” program includes job-matching services, a “try-out” temporary employment program underwritten by the County, and connections among employers, job counselors and employment service agencies. The County has also developed the Workforce Investment Board, which oversees public workforce programs and builds community partnerships to fill training needs of local businesses.

**The Port Authority** is developing a new collaborative on workforce training geared to needs of specific employers that includes training groups, DEED and Port staff.

Finally, the **District Council Collaborative** has undertaken a yearlong pilot project (“Corridors to Careers”) aimed at workforce readiness of communities along the Green Line.

However, even with these current workforce efforts in place, there is more that should be done. First, high school training is uneven, and there is not a uniformly strong relationship between local businesses and local high schools. Second, there is a skills gap at the upper limits of expertise, requiring advanced degrees in engineering and the sciences. There are very high-paying jobs that are hard to fill. Third, even though the efforts of DEED, Saint Paul College, Ramsey County, the Saint Paul Port Authority and the District Council Collaborative are exemplary, an ongoing conversation needs to continue and grow to keep efforts on the cutting edge.

**B-6 Expand workforce preparedness focused on existing and emerging industrial business needs.**

- a. Expand the ongoing Workforce Investment Board conversations among public agencies and consider a parallel conversation among business leaders that connects the workforce needs of the community and the local high schools. Such conversations should lead to intern/apprenticeship programs and strengthening of school curriculum.
- b. Support the regional discussion among high tech industry and the institutions of higher learning regarding potential employer needs, careers in industry and curriculum planning. Engage appropriate local businesses and the Chambers of Commerce in such discussions.
- c. Enhance the conversations among business leaders, local community, DEED, Saint Paul College, Ramsey County Workforce Solutions and the Saint Paul Port Authority.

**B-7 Enhance the environmental sustainability of industrial development in the area.** Sustainable elements include:

- a. Encourage stormwater retention practices both on private property as well as within the public realm. Such practices may include permeable pavement techniques in parking lots, surface ponding, underground treatment systems, green roof technology and surface recharge areas as specified by the Capitol Regions Watershed District and Saint Paul Stormwater practices.
- b. Improve accessibility by means other than the single-occupant automobile. Assist individual businesses in developing Transportation Demand Management strategies, with incentives for employees to carpool, use transit, walk, and/or bicycle. Develop sidewalks for better access to transit, adjacent neighborhoods and services along commercial streets. Employ the services of St. Paul Smart Trips.
- c. Improve energy efficiency within existing buildings. Assist individual businesses with energy audits and programs to improve efficiencies in heating and cooling. Education and outreach is critical to promotion of energy conservation programs that are available for current businesses and new development. The Port Authority has partnered with Xcel Energy and the Center for Energy and the Environment (CEE) to offer the Trillion BTU Energy Efficiency Program for commercial and industrial Xcel customers. Customers choose the project and the contractors, with Xcel providing the rebate and the Port Authority providing the financing. The Port Authority also has a sustainable development policy, requiring new buildings to go through Xcel Energy's Energy Design Assistance Program.

- d. Encourage reuse of selected older building(s) through the Greenpoint model. Selected buildings within the South St. Anthony area may be adaptable for market niches that promote smaller, artisanal, creative enterprises, and to nurture the area as a fertile laboratory of entrepreneurship, business incubation, artistic endeavor and eclectic urban design. Careful adaptation of such buildings will be job-retaining and job-producing, help create a “buzz” for the industrial area, and be assets to the overall objectives of broader industrial area stabilization and growth.

**St. Paul Smart Trips** works with businesses to provide commuting solutions that benefit both employers and employees and ensure continued business growth, employee satisfaction and a sustained quality of life for our region. St. Paul Smart Trips free consulting services helps identify, develop and support a variety of transportation options that lead to more productive, healthy and satisfied employees. Participating employers have seen increases in tax savings, work-site accessibility and employee earnings. Programs include: Commuter Options Surveys; Commuter Options Plans; New Employee Orientations; Commuter Fairs; Informational Materials; and Promotional Efforts.

<http://www.smart-trips.org/>

**B-8 Promote development/redevelopment of sites such that they benefit the existing businesses as well as promoting new, intensive job-creating businesses.** The City, Port Authority, Metropolitan Council and State of Minnesota must work cooperatively toward redevelopment of sites for industrial reuse. No one agency can achieve this redevelopment alone.

- a. Assemble parcels of sufficient size and regular configuration. Actively pursue site assembly for new industrial development, business growth, and job creation and retention. Priority will be given to underutilized and vacant land. All viable financing alternatives will be sought and utilized. Property to be acquired will be determined by a majority of willing sellers, the site's strategic location and size, and the ability to assemble multiple parcels into larger sites of sufficient size to attract major new business investment.
- b. Use tools that can capture value (e.g. Tax Increment Financing) from new developments to support such site assembly. In particular, the City needs to champion the use of TIF by the Saint Paul Port authority for industrial redevelopment that removes blight and increases the local employment base.

- c. Without the tool of eminent domain, the City and Port Authority are extremely limited as to site assembly for new potential developments (see Comprehensive Plan strategy LU 2.19). If the City's Housing and Redevelopment Authority seeks eminent domain authority from the State Legislature, it should be for the express purpose of redevelopment by assisting in assembly of large sites, and for the purposes of:
  - Maximizing job creation through reuse of unusable industrial parcels/buildings;
  - Increasing the property tax base, thereby keeping down local property tax rates;
  - Eliminating blight of abandoned/substantially vacant industrial buildings, which have a deleterious effect on business reinvestment and new investment.
  - Maximizing use of current infrastructure capacities in freight rail, the principal highway system and the Green Line LRT.

*"Light industrial and commercial office complexes often require significant parcels of land, or parcels reconfigured to meet the requirements of modern business...Creating parcels large enough for an employment complex requires land assembly [even though] the Minnesota Legislature in 2006 significantly limited eminent domain as a tool for assembling parcels."*  
*Saint Paul Comprehensive Plan, Land Use Chapter, p 26*

**B-8, continued**

- d. Coordinate site assembly efforts with pollution remediation programs of the City, Port Authority, Metropolitan Council and State. Redevelopment of industrial sites has to meet the regulations required both by the Federal Environmental Protection Agency (EPA), and the Minnesota Pollution Control Agency (PCA). The PCA undertakes all regulatory oversight of cities and local economic development agencies that engage in acquisition and clean up of polluted sites. A formal Response Action Plan (RAP) is prepared for each site being redeveloped, so that the PCA can review and approve the specific contamination clean-up efforts to be undertaken, based on the specific pollutants and the best technical and cost-effective methods that can be used. Several remediation grant programs are available, and they are managed on a competitive basis. These include Minnesota DEED's and Met Council's Contamination Clean-Up Programs, and Grants and Loans for clean-up through the Federal EPA.
- e. Reduce the time and costs for pollution remediation on developable parcels. Parcel acquisition funding may also be used for pollution remediation when such remediation would deter new investments in major parcel development.

**B-9****Explore options for building reuse by attracting smaller, artisanal, creative enterprises – and thereby nurturing entrepreneurship.**

- a. Support the ongoing preservation and continued use of designated sites in and adjacent to the plan area.
- b. Promote the benefits of local and National Register designation and the use of Federal and State Historic Tax Incentives for qualifying rehabilitation of National Register Certified and Designated properties.
- c. Conduct an Industrial Buildings historic context study to explore this resource type and its contribution to the architectural character and historical development of Saint Paul as recommended in the Historic Preservation Chapter of the Comprehensive Plan.

## » STRATEGIC PUBLIC INVESTMENTS

The relationship between the efforts of business and those of the public sector are essential in the health of the individual business as well as the well-being of the community. Creating a business-friendly environment is neither easy nor inexpensive. The business community desires, and deserves an equal partnership that makes it as easy as possible to conduct business while adequately protecting the public health and safety of the community. **Infrastructure investments, regulatory transparency and responsiveness, and workforce development** are all critical intersections between business and the public sector. Although this Plan is not exhaustive in detailing programs, there are certain aspects that are singular to the West Midway Industrial Area, listed below.

As for this Plan, at the same time that the Business Engagement work is beginning, the City and Port Authority will work to provide the necessary elements needed to support the growth of businesses, tax base and jobs. Improvements to streets, regional highway access, stormwater facilities, curb and gutter, sidewalks and boulevard landscaping (where practical) will be defined within a multi-year improvement program. In addition, the City and Saint Paul Port Authority will seek public resources to be used to assist in site assembly, environmental remediation (when necessary) and marketing – all within the context of establishing the West Midway Industrial Area as the preeminent urban industrial area in the region. The City will continue to work toward streamlining business and building permitting, for quicker and smoother turnaround times for approvals – while ensuring safeguards for public health and safety. And City/Port Authority staffs will help in energy conservation that benefits both the individual businesses as well as the broader community.

PI-1

**Retain and Protect Current Industrial Land from Conversions to Non-Industrial Uses:** It is vital to protect the industrial economy in a way that balances competing land uses while preserving industrial business growth. There will be instances when the market dictates that conversion from industrial to another use is optimal. Such conversions should be considered carefully.

- a. The City should only convert industrially-zoned lands to non-industrial uses only in circumstances where development will be high density (either jobs or residential) and proximate to regional transportation.

**PI-2 Invest in the Street and Roadway Network:** There are selected improvements to the street and roadway network that can substantially improve truck access to the regional highway system (I-94 and TH 280). For some time the Minnesota Department of Transportation (MnDOT) has been concerned about the capacities of the Snelling, Vandalia and Highway 280 interchanges with I-94. These concerns have been heightened with the collapse of the I-35W river crossing bridge and the decision to add lanes on I-94 west of Highway 280 to deal with congestion. In addition, regional transportation plans recommend high-occupancy lanes along I-94 between the two downtowns.



New sidewalk and streetscape on Carleton Street

- a. Ensure that discussions with MnDOT and the City of Minneapolis on the I-94 MnPASS project be broadened. Such discussions must include: Hwy 280 redesign north to the Larpeiteur interchange (particularly access at Franklin Avenue); redesign of the Vandalia Bridge to accommodate growth in freight traffic; and north end of Ayd Mill Road to relieve congestion at the I-94/Snelling interchange.
- b. Continue to study managed lane analysis on I-94.
- c. Seek better options for truck traffic in the Westgate Industrial Area. Traffic and truck movements have become a significant problem for businesses in the Westgate Industrial Area. There is great concern that these problems will intensify due to planned and potential developments immediately to the north of Fifth Street and to the west in Minneapolis. This is particularly timely, because there is development interest in the immediate area that may be discouraged if relief is not found. However, potential solutions are likely to be very expensive or greatly impact existing development. Nevertheless, the City is committed to greater coordination between Minneapolis and St. Paul in search of viable options.
  - Continue to coordinate the monitoring of traffic operation issues with the City of Minneapolis with regard to the Westgate Industrial Park area and more regional east/west industrial traffic demand.
  - Outline potential relievers of such traffic and evaluate their effectiveness and cost.

## PI-2, continued

- d. Improve direct access for trucking from city streets to I-94 and TH 280. The following recommendations are an outgrowth of the Northwest Quadrant Transportation Study, completed in 2012 by the City Public Works Department in cooperation with the community bounded by I-94, Snelling Avenue, TH 280 and Larpenteur Avenue.
- . Improve/rebuild Ellis between Transfer Road and Vandalia Street. (Short-term) This connection will improve freight trucking connection between Pierce Butler Road and the I-94 Interchange and direct most truck traffic away from University Avenue between Transfer Road and Vandalia.
- . Designate Territorial Road a truck route, between Vandalia and Highway 280. (Short-term)
- . Resurface Territorial from Carleton Street to Highway 280. (Short-term) Reconstruct with bike lanes and pave with materials that minimize noise to the adjacent properties.
- . Redesign and Resurface Vandalia from Capp Road to south of I-94 to act as the primary north/south spine for industrial traffic, including sidewalks.
- . Design and install trailblazing signage in the industrial area to both I-94 and Highway 280. (Short-term) Such signage will minimize wandering trucks and focus traffic on the most appropriate streets. Such signage will be coordinated with MnDOT.
- . Reconstruct Territorial Road between Carleton and Vandalia. (Mid-term) Reconstruction will deal with loading dock issues.
- . Reconstruct the Vandalia Bridge over I-94. (Mid-term) Reconstruction will enhance capacity for semi-trailer trucks, especially for left-turn movements.
- . Periodically reassess the usefulness of a new North/South connection across the BNSF rail right-of-way to Energy Park Drive and Como Avenue. (Long-term)



Truck Traffic on 5th Street SE near Westgate Drive

**PI-3 Improve the Physical Environment in ways that help Businesses.**

- a. Enhance streetscaping throughout the area with sidewalk installation, curb and gutter, landscaping and lighting. Such improvements will calm traffic, create a more positive atmosphere for workers, enhance property values, and improve marketability of property for resale.
- b. Develop/enhance landscaping and front building facades. Such improvements will attract more customers/visitors, establish a more professional context for each business and enhance property values.
- c. Consolidate parking, preferably away from street facades. Consolidation of parking may allow for more efficient truck maneuvering and improve curb appearance. In addition, consideration of multi-business sharing of parking may well save costs, allow for building expansion and substantially increase alternatives for truck maneuvering.
- d. Employ a Transportation Demand Management tool kit. Parking efficiency may also be realized by creating incentives for employees to use carpools, transit, walking and bicycling. TDM audits can determine the potential reduction in parking demands and lead to more satisfied employees. And with the advent of LRT, there may be more employees interested and willing to avoid driving alone to work.

**PI-4 Improve the Physical Environment in ways that help Workers.**

- a. Improve sidewalks throughout the area to promote walking. Sidewalks will promote walking and improve the health of the workforce. In addition, sidewalks help workers access transit and services along commercial corridors.
- b. Create bicycle facilities on selected streets. This will create options for workers to bicycle to work. Bicycle commuting is increasing rapidly in Minneapolis and St. Paul, although it currently represents a small percentage of total trips in the region (2.2%). In addition, bicycling promotes a healthier workforce.

**PI-5 Improve the Physical Environment in ways that help Neighborhoods.**

- a. Reduce conflicts with trucks by developing a system of sidewalks. The industrial areas currently have few sidewalks, yet certain streets are the only connection for neighborhood people to access services and transit on commercial streets. Sidewalks on at least one side of most streets will substantially reduce conflicts and allow for needed pedestrian access.
- b. Promote inter-neighborhood and regional bicycle connections. Bicycle facilities, striping or signage on selected streets will help ensure connections and safety for bicyclists and vehicles.
- c. Define and improve the edges between neighborhoods and industrial uses. Such improvements may include fencing, paved alleys (where none exist today), landscaping, and conversion of residential-to-industrial or industrial-to-residential uses.

## PI-6 Improve bicycle and pedestrian facilities.

- a. Ensure adequate walkways from the Green Line Stations into the heart of the industrial area and to the nearby residential areas. Select street segments where installation of new sidewalks will not substantially disrupt access to adjacent property, particularly loading areas for trucks. The sidewalk segments to be constructed in the short-term (as depicted in the Sidewalk Infill Program map, page 30) are included in an existing, funded program.
- b. Create bicycle links through the heart of the industrial area to connect neighborhoods one to each other and to the regional links. These links as discussed by the Task Force were informed by existing plans and are depicted in the Bicycle Facilities map on page 31.
- c. Begin to fill in the grid of sidewalks within the heart of the industrial area, beginning with the Sidewalk Infill Program, Phase I completed in 2013.
- d. Ensure sufficient street lighting for pedestrian and bicyclist safety as part of any streetscape and street reconstruction projects.



Public sidewalk in Williams Hill Industrial Park



Nice Ride Bike Share at Raymond Station on the Green Line

## » RESOURCES NEEDED

The array of resources needed to implement this Plan are varied and require the coordinated efforts of the business community, the adjacent neighborhoods, the philanthropic sector, and the public sector for implementation. Collective political action and a sound strategy will require long-term commitments. Such commitments should be in writing, wherever practicable. The resources needed for implementation include:

<b>R-1</b> Sustain a commitment to the Plan by Business Leaders, Chamber of Commerce, City and Port Authority; a commitment which will include dedication of staffing resources by all.	<b>R-4</b> Establish funding for site assembly and preparation, such as use of Tax Increment Financing, and Federal HUD/EPA assistance.
<b>R-2</b> Sustain the partnership among the Public, Private and Philanthropic (P3) sectors; focused on livable-wage jobs, tax base, and business retention/expansion.	<b>R-5</b> Secure funding for major highway improvements from Metropolitan Council, MnDOT, USDOT and City investments.
<b>R-3</b> Public staffing work must include: <ul style="list-style-type: none"><li>o Department of Safety and Inspections work on continually improving permitting and regulations administration.</li><li>o Department of Planning and Economic Development work on business outreach, prospecting for State and Federal assistance, and ongoing research into improved methods of redevelopment finance.</li><li>o Saint Paul Port Authority continued work on industrial site assembly, pollution remediation, business expansion, business outreach and targeted marketing.</li><li>o Department of Public Works continued work on infrastructure improvements.</li></ul>	<b>R-6</b> Seek legal authority essential for ongoing industrial redevelopment, particularly the power of eminent domain.

## LAND DEVELOPMENT

*Market forces as well as impacts from light rail transit, will result in changes in the land development pattern. It is important to set the context and basic preferred direction for land use in the West Midway Industrial Area.* Because Saint Paul is a fully-developed city, almost all of the new industrial facility construction in Saint Paul has occurred on former industrial brownfield sites that must be transformed into marketable parcels. This trend is expected to continue. Therefore, a key land development strategy for economic growth in the West Midway Industrial Area is to focus on identifying land opportunities for industrial business expansion. Properties currently containing warehousing uses may be converted to more value-added and job-intensive uses. Conversions will usually require either a willing seller, or an owner that is willing to invest in the real estate transformation of the existing facility.



Great Northern Business Center

## BACKGROUND

The following is excerpted from “Brief History of West Midway Industrial Area” by Brian McMahon:

By 1883, nine separate railroads traveled through Saint Paul and Minneapolis. Most had their own terminals and trackage, which was inefficient for the railroads and hugely disruptive for communities which had to endure traffic delays. James J. Hill, of the Great Northern Railroad, gathered together all the railroad companies to jointly develop a freight transfer yard, known as the Minnesota Transfer Railway (MTR), located around the University and Prior Avenues' hub. This “break-bulk” facility allowed freight to be transferred efficiently between member railroad companies for transshipments to far flung destinations beyond Minnesota. It also sparked significant industrial development adjacent to the transfer yard. By 1920, there were over 125 industries, which grew to 400 by the 1950s. The transfer yard had over 150 miles of tracks and serviced over 2,500 cars daily, becoming one of the largest freight facilities in the country.

Multiple modes of transportation were instrumental in shaping the West Midway Industrial Area, including horse-drawn wagons, streetcars, railroads and trucks. An interurban streetcar system, first with horse-drawn trolleys and later electric cars, developed along the path of the early ox-cart trails. This line, which provided access to the many jobs in the Midway, traveled from downtown St. Paul through the hamlets of Union Park, Merriam Park, Hamline, St. Anthony Park and Prospect Park, to the cities of St. Anthony and Minneapolis.

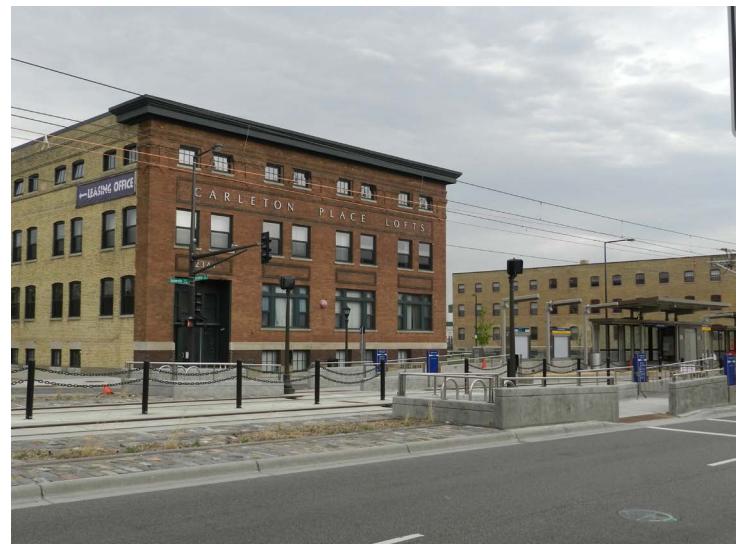
The trucking industry achieved a foothold in the industrial district during World War I, when the nation's railroad system was converted to military use and trucks were used to ship non-military goods. By the early 1920s, more than 50 trucking firms were operating from the industrial area, shipping goods throughout the state and beyond. Just as in the late 1900s with the MTR, truck-to-rail and truck-to-truck transfers grew rapidly in the area. By 1940 there were almost 20 motor freight companies operating in the West Midway, most near the MTR yards. Another growth spurt occurred after World War II until, by 1958, the West Midway was the third largest trucking center in the U.S., behind only New York and Chicago. To serve the trucking industry Mack International Truck Motor Company and General Motors Truck Company located major outlets in the area.

In 1986, the Minnesota Commercial Railway acquired the MTR facilities and continues to connect the railroads that serve the area, and the declining number of industries that still utilize rail.

## WEST MIDWAY INDUSTRY TODAY

From the ICIC Report, p 33: "Midway is home to a range of distribution activities, some manufacturing and light industrial uses, warehouses and offices. Its geographic location makes it accessible via public transportation for workers. In addition, existing rail infrastructure provides a key strategic advantage for firms and freeway access to Interstates 94 and 280 create opportunities for businesses that rely on truck transport. In addition, the proximity of Midway to some of the region's largest and most prestigious universities, including the University of Minnesota, helps to attract firms, especially in those industries that require high levels of education and innovation, or those that supply educational (and other) institutions."

In the meantime, the City of Saint Paul has endeavored to protect industrial land from further conversions by limiting the area of change along University Avenue to those parcels proximate to the three LRT stations in the West Midway. Lands for a new IT-Transitional Industrial District have already been defined and rezoned – with the intent that additional industrial lands not be converted by zoning to non-industrial uses in the area. The City's Comprehensive Plan extolls the virtues and need to retain industrial uses and jobs in the city. In addition, the Port Authority and the City recognize future industrial development in this area should be focused on Production, Distribution, Repair and Logistics (PDRL).



Raymond Avenue Light Rail Station



St. Paul Port Authority Westgate Business Center

## SUB-DISTRICTS

Since there is such variety in the type and mix of the West Midway Industrial Area, this Plan outlines generalized “sub-districts” each with its own character and needs. For each sub-district, strategies are defined for improvements to edges between industrial and residential, roads/accessibility, truck traffic/routes, stormwater strategies, other infrastructure needs, bicycle routes and sidewalks.

The Plan does not generally focus on specific industries or re-use sites. However, priority sites for redevelopment should be on underutilized, mostly vacant sites. In addition, sites with buildings that are functionally and/or economically obsolete are also likely sites for redevelopment. Finally, sites with willing owners (either to sell property or be part of redevelopment) will be high priority for redevelopment.

**Three predominantly industrial “sub-districts” are identified for purposes of more finely-grained recommendations:**

- A. Northern district focused on **rail and heavy industry** (**Northern Core Manufacturing/Distribution**) that includes the Como Park/State Fairgrounds/Energy Park area;
- B. Southern district focused on **infill development** (**Southern Core Manufacturing/Distribution**), with special attention paid to relationships with University Avenue, and the Raymond Historic District; and
- C. Western district (**Emerging Research/Bio-Tech/Manufacturing**) focused on **innovative new industrial uses**.

**Within each of the three Sub-Districts, guidance is established for the following:**

- **Roadways and Trucking** These sections focus on improving selected roadways, particularly for the benefit of truck travel access to regional roadways.
- **Stormwater** This includes both potential to improve stormwater retention/conveyance within the public rights-of-way as well as potential of joint private accommodations of stormwater retention.
- **Transit Access** (description and map on page 29)
- **Vulnerable Land Use Edges** (description and map on page 30)
- **Bicycle Facilities** (description and map on page 31)
- **Historic Resources** (description and map on page 32)

» Sub-district map on page 28

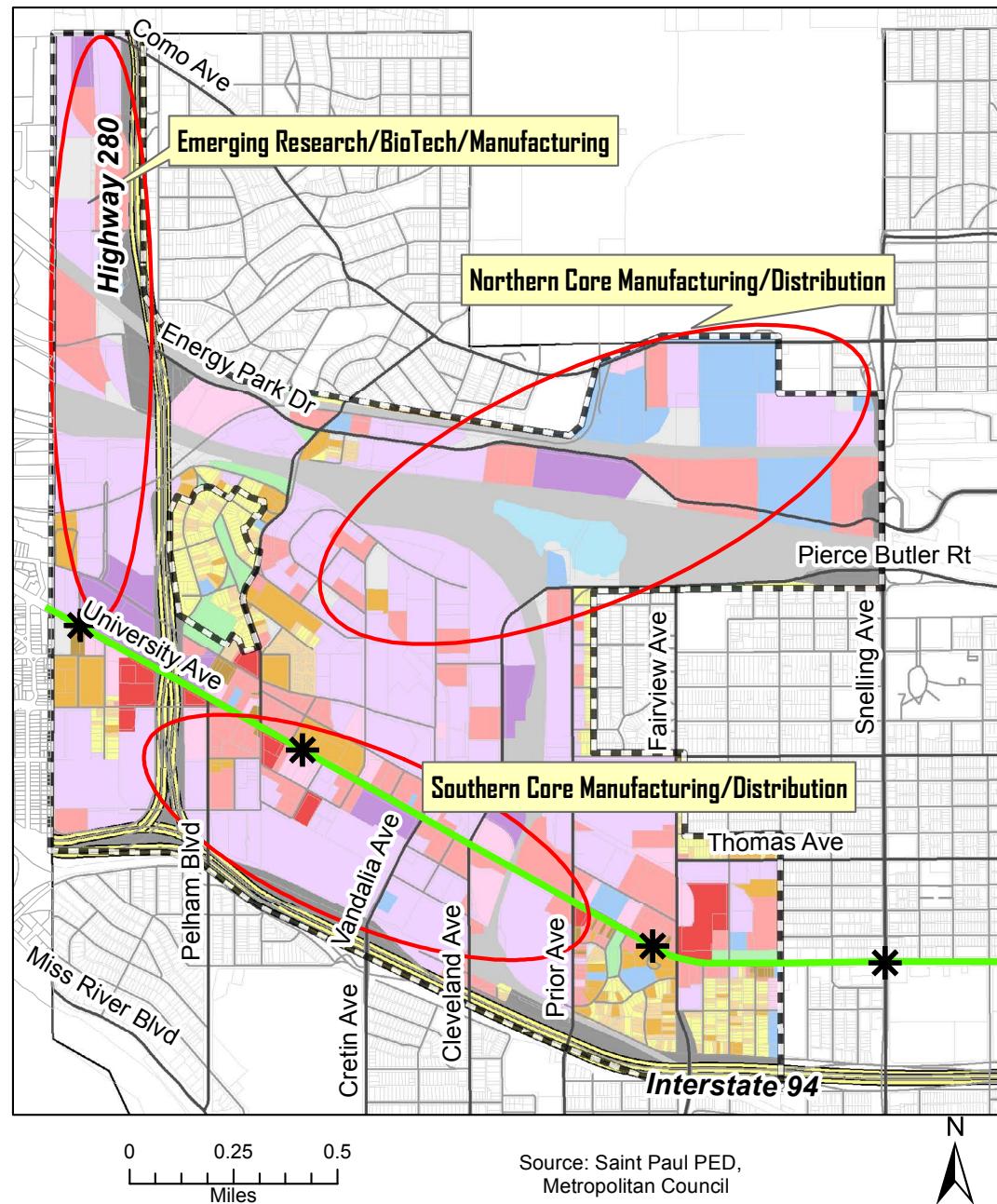
## West Midway Industrial Area Sub Districts

### Legend

- \* Green Line LRT Stations
- Green Line LRT
- West Midway Industrial Study Area
- Sub Districts

### Land Use

- Industrial and Utility
- Institutional
- Major Highway
- Mixed Use Commercial
- Mixed Use Industrial
- Mixed Use Residential
- Multifamily
- Office
- Open Water
- Park, Recreational, or Preserve
- Railway
- Retail and Other Commercial
- Single Family Attached
- Single Family Detached
- Undeveloped

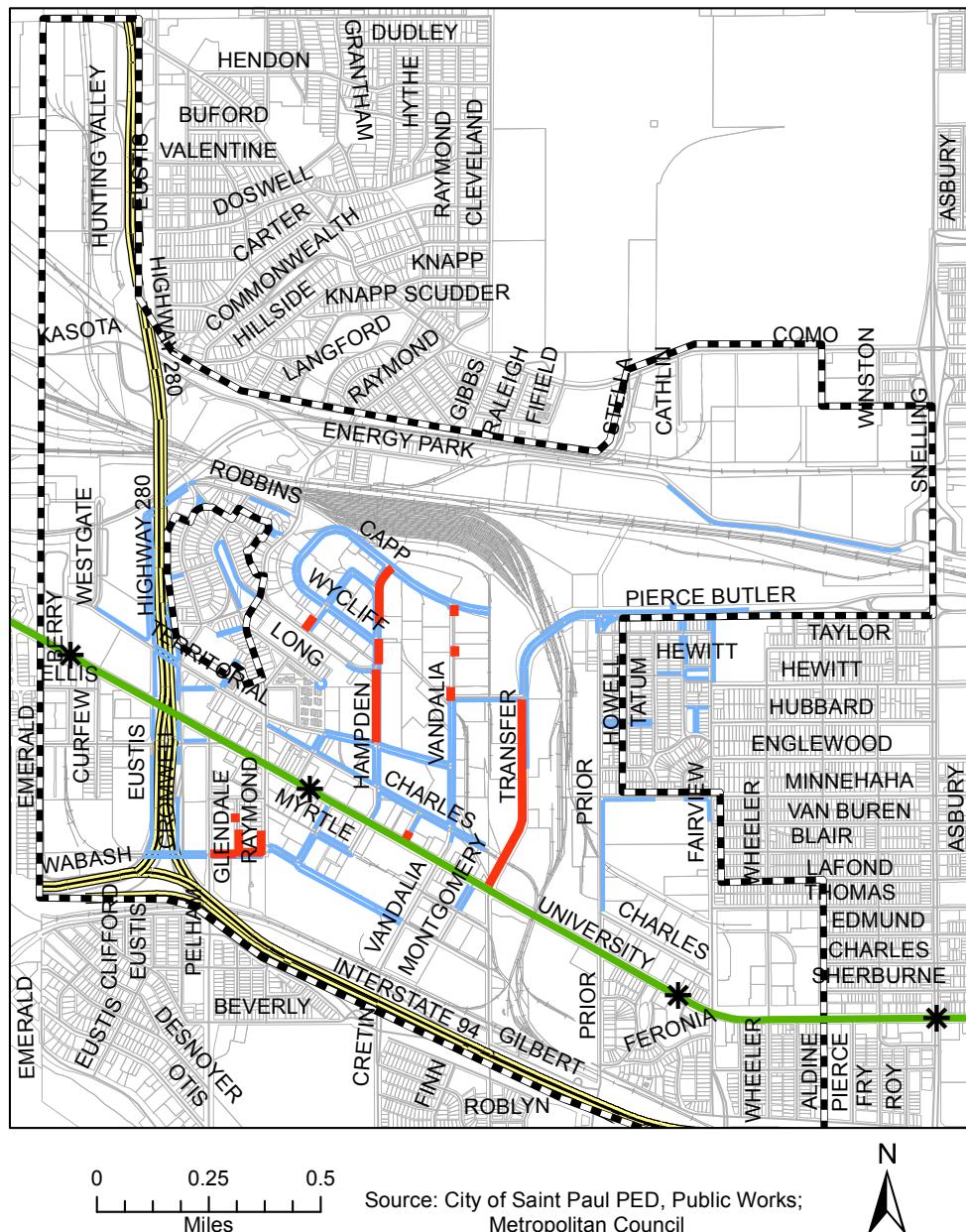


**Transit Access** Since the Green Line LRT will begin service in 2014, these sections focus on making access to that transit as easy as possible, particularly for pedestrians.

## West Midway Sidewalk Infill

### Legend

- ★ Central Corridor Stations
- Central Corridor LRT
- West Midway Study Area
- Approved Sidewalk Infill 2013
- Potential Sidewalk Infill
- Rail lines

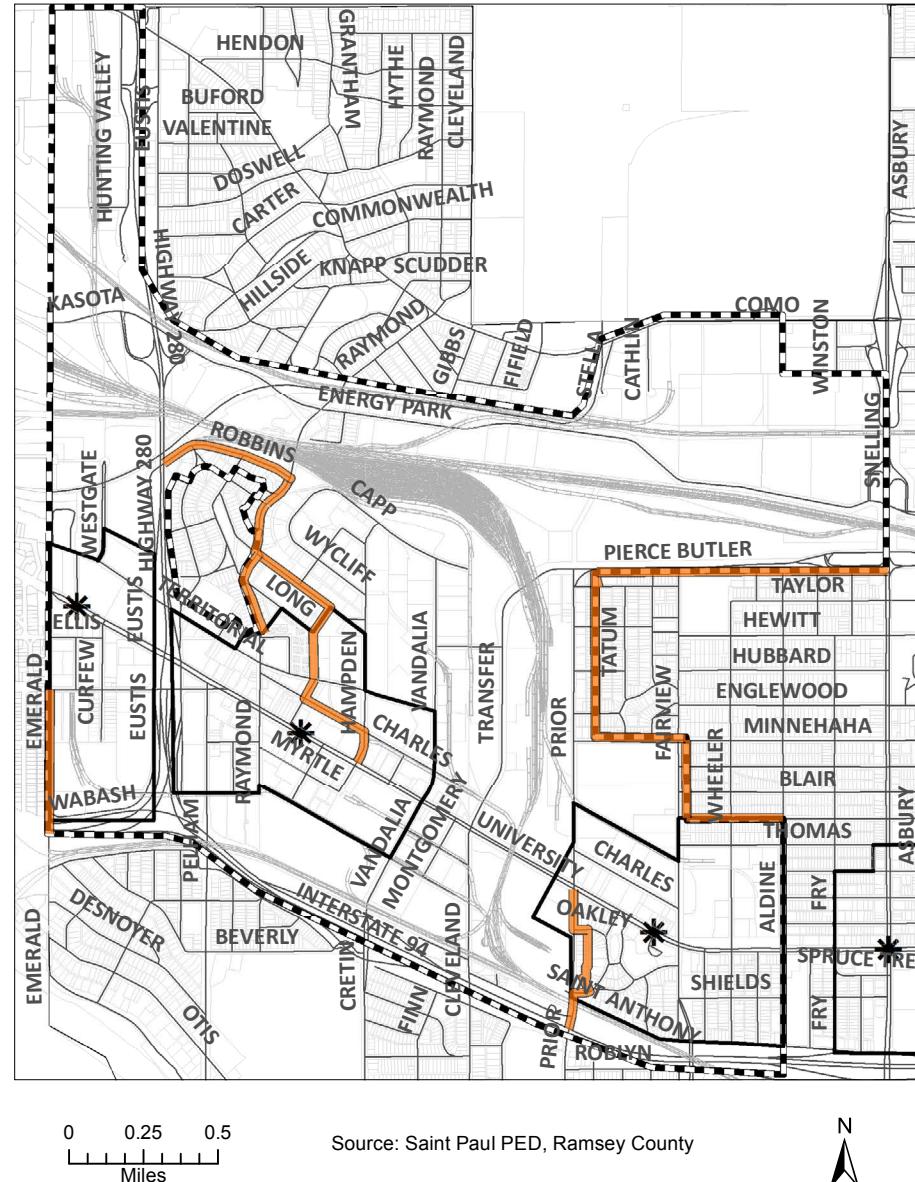


**Vulnerable Land Use Edges** Because of the proximity between residential and industrial along certain edges, improved buffering is appropriate. In particular, the ICIC Report emphasizes such buffering as being a “key tool” in reducing residential/industrial conflicts. Such buffers may include stormwater management systems, dense landscaping, street design elements and setbacks. (ICIC Report, p 61)

## West Midway Industrial Area Vulnerable Land Use Edges

### Legend

- Vulnerable Land Use Edges
- West Midway Study Area
- LRT Station Areas
- \* Light Rail Stations



**Bicycle Facilities** As bicycling becomes a more important element of everyday transportation, facilities are being defined across industrial areas to connect neighborhoods, but also to connect activities along University Avenue into the heart of the industrial area. The "long term potential" links that were recommended by the West Midway Industrial Area Task Force were informed by existing plans and have in turn informed the draft Citywide Bikeways Plan. In January 2014 the City released the Draft Bikeways Plan, with final adoption of the Plan anticipated in 2014. When the Bikeways Plan is adopted it will be incorporated into this document by reference.

## West Midway Industrial Area Bicycle Access

### Legend

- ★ Green Line LRT Stations
- Green Line LRT
- West Midway Industrial Study Area

### STATUS

- EXISTING
- - - Long Term Potential

\* Potential bikeways listed as discussed by West Midway Industrial Task Force, final bikeways recommendations are pending adoption of the Saint Paul Citywide Bikeways Plan in 2014

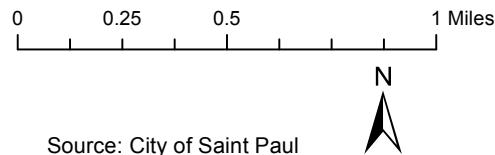


**Historic Resources** While the Plan area does not include any properties that have been designated by the City Council as Saint Paul Heritage Preservation Sites nor any properties that are known to have been listed on the National Register of Historic Places, several historic context studies were completed in 2001 and are applicable within the Plan boundaries to aid in further identification of historic sites.

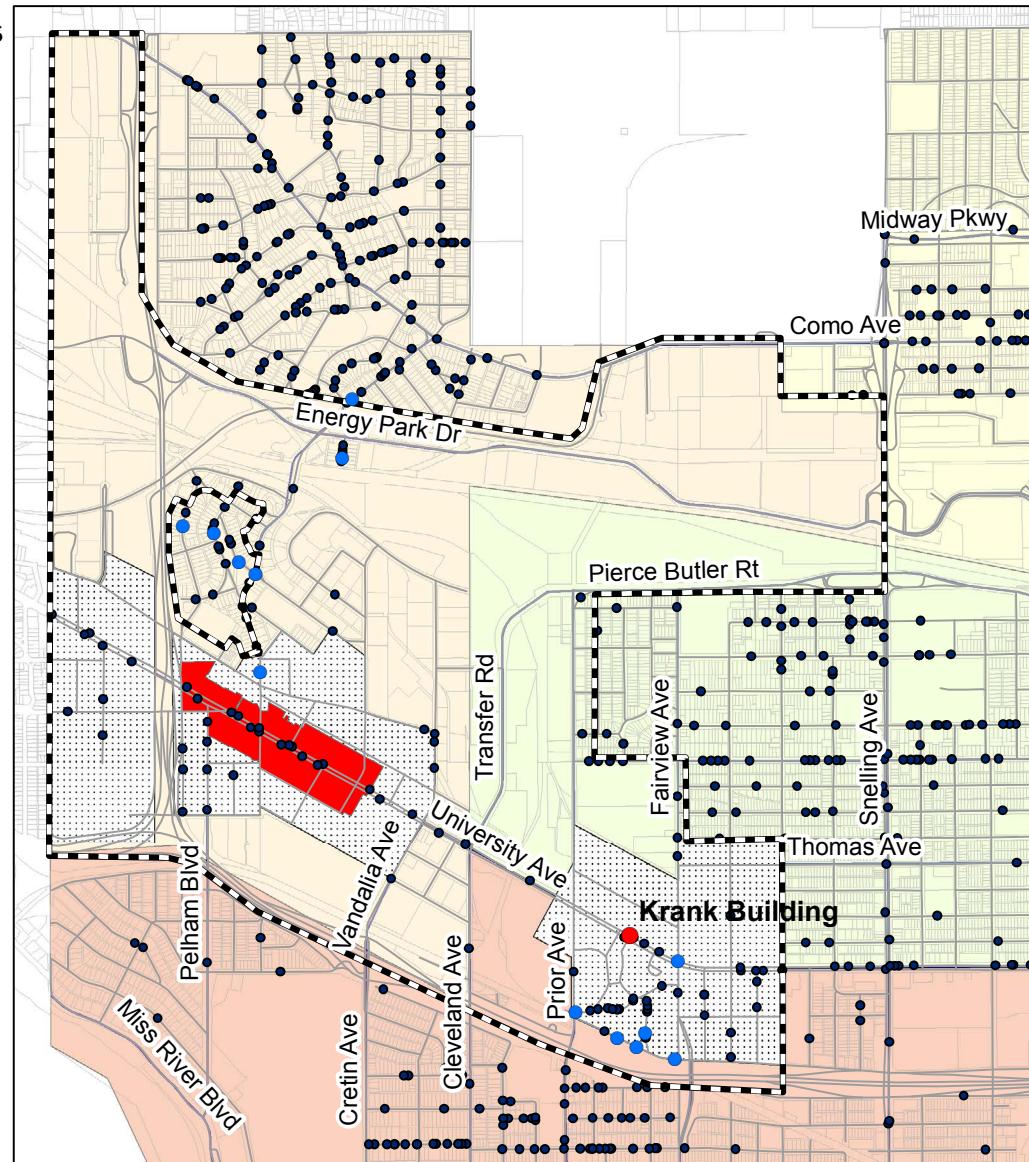
## West Midway Historic Resources

### Legend

-  West Midway Study Area
-  NRHP/Local
-  Historic Resource
-  1983 Historic Sites Survey
-  University-Raymond Commercial Historic District
-  Station Area Plans
-  Planning District 10
-  Planning District 11
-  Planning District 12
-  Planning District 13



Source: City of Saint Paul



## **Northern Core Manufacturing/Distribution Sub-District**

The Northern Core Sub-District is dominated by the BNSF Intermodal facility, includes industry along Energy Park Drive, and a mix of industrial users north of Charles Avenue. The Intermodal facility is an industry in its own right, focusing on import-export business, and located on 44 acres between the BNSF tracks and Pierce Butler Road. It generates a tremendous volume of truck traffic – approximately 150 operations per day. Its principal cargo includes mail and consumer goods, and to a lesser degree, agricultural products, car parts, produce, construction materials, and electronics – so it is vital to the local and regional economy. There is a steadily increasing demand for such services in the region, and the State of Minnesota Rail Plan identifies this facility as an important asset for local, regional and state economies.

Trucking from the Intermodal facility has generated much study in the course of the last few years. The Northwest Quadrant Transportation Study (completed in 2012) evaluated the potential of a new north/south roadway connection that would give more direct access to the principal highway system for trucking. While a north-south connection is recommended, it is a long-term recommendation and in the near term the recommendation is to make it easier for trucks to get to I-94 via Vandalia Street and Highway 280 North via Territorial Road.

The mix of industrial includes active manufacturing, trucking, warehousing, and offices, as well as a few very large vacant manufacturing sites and numerous un- or under-used sites. The area is significantly underused with substantial potential for industrial infill, some major development of vacant sites and redevelopment of brownfield sites. There is also the potential for a few Greenpoint-type building conversions.

Also, the industrial area along Energy Park Drive between Snelling Avenue and Highway 280 has potential for industrial infill, with the most prominent site being Midway Stadium. The Saints baseball team will relocate to downtown Saint Paul in 2015 and the Port Authority will begin site preparation and marketing for a major new industrial development on that site.

Access in this area is fairly simple, with access to the principal highway system via Energy Park west to Highway 280. Although the interchange ramp designs could be improved for heavy truck traffic, for the near-term this will be the principal access point.

One significant land use organizing principle is an emphasis on Vandalia Street as a major north/south transportation spine. Given that there will not be new major roadways built in the foreseeable future, Vandalia will need to carry the majority of that north/south industrial traffic to the I-94 interchange. Transfer Road/Cleveland will be developed as the primary north/south pedestrian and bicycle route through the Sub-District. Finally, Transfer Road/Cleveland's redevelopment offers the opportunity as a green corridor with boulevards providing stormwater recharge and landscaping opportunities.

## Roadways and Trucking

The primary objective in this sub-district is to try to get truck traffic in and out in the most direct and least obtrusive manner possible. For truck traffic from the Intermodal facility heading to I-94 or Hwy 280 North, the current preferred route is Pierce Butler to Transfer Road, south to Ellis, west to Vandalia Street, south to I-94 or west on Territorial Road to Hwy 280 North. To facilitate these movements, both for the Intermodal facility and industries south of the BNSF tracks, the following actions are required:

**SD 1-1** Reconstruct Ellis between Transfer and Vandalia to best accommodate the primary travel from Transfer to Vandalia. (This connection will direct many trucks off of Transfer south of Ellis and off of University between Vandalia and Transfer.)

**SD 1-2** Rehabilitate Territorial Road between Vandalia and Hwy 280 and designate it as a truck route. Phase I will include reconstruction on the stretch from Carleton to Hwy 280.

**SD 1-3** Rehabilitate Vandalia to eventually be the primary north/south spine, accommodating additional industrial traffic, and pedestrians, including boulevard areas with stormwater recharge and landscaping areas.

**SD 1-4** Design and implement pathfinder signage (with MnDOT) to direct traffic to Hwy 280 north via Territorial and to I-94 east and west via Vandalia. Sign the entire area from Pierce Butler and Capp Road.

**SD 1-5** Coordinate with MnDOT to reconstruct the Cretin/Vandalia interchange at I-94 to better accommodate semi-trailer connections.

## Stormwater

Stormwater generally flows to the west and southwest and is mostly conveyed in storm sewers. There are two stormwater ponding areas in the Sub-District (as defined by Saint Paul Public Works Department): Fairview North (aka Burlington Pond, aka Lake Newell), and Snelling/MnDOT at the northwest quadrant of the Snelling/Pierce Butler interchange. In addition, is the Sarita wetland (aka Lake Sarita) north of Como Boulevard, at Fifield Street. Since a high percentage of the Sub-District is impervious, stormwater management is best done on-site as redevelopment occurs.

**SD 1-6** Larger new developments should contemplate surface ponding, underground treatment systems, green roof technology and surface recharge areas as specified by the Capitol Regions Watershed District and Saint Paul Stormwater practices.

**SD 1-7** As part of street reconstruction and/or sidewalk construction, new boulevard development shall incorporate stormwater holding/planting environments to the greatest degree practicable (e.g. Vandalia from Ellis Avenue to I-94, Ellis Avenue from Transfer to Vandalia, and Territorial from Vandalia to Highway 280).

**SD 1-8** Encourage existing industrial businesses, when considering the addition of planting areas, to also consider installation of stormwater holding environments in which to plant landscaping.

**SD 1-9** Investigate the potential for a “community” stormwater ponding area that could serve the needs of multiple users. Such a ponding area would take up space for potential redevelopment but may allow for on-site efficiencies that allow for greater density and/or land coverage.

**SD 1-10** Consider potentials for community stormwater ponding near the north end of Vandalia.

## Transit Access

As a fully-built city, Saint Paul has limited options in terms of expanding capacity for autos and trucks. Accessibility for commuters and shoppers must be expanded if redevelopment is to occur. Business expansion relies on good access for workers as well as for freight and supplies. Yet growth in capacity and accessibility for workers in the city will come predominantly from transit, walking and bicycling. The Green Line LRT has enormous capacity to carry workers and shoppers – the equivalent of two freeway lanes; in each direction! Although it may not be apparent now, the Green Line in the future will carry many commuters to work in the West Midway Industrial area. And although transit will mostly augment automobile use for commuting, it will accommodate an ever-larger proportion of workers. (The Sidewalk Infill Program map on Page 30 depicts sidewalk improvements for the entire Study Area.)

**SD 1-11** Best utilize the capacity of the Green Line LRT by accommodating riders so they can easily walk from LRT stations to employment destinations via sidewalks and pedestrian walkways.

**SD 1-12** Implement the West Midway Sidewalk Infill program.



Raymond Avenue Green Line Light Rail Station



New sidewalk along Charles Avenue

## Vulnerable Land Use Edges

In some instances, transitional land uses can buffer residential neighborhoods from industrial uses. But in others, there is little opportunity for transitional uses, so buffering is limited to alley construction, landscaping, and fences/walls. (The Vulnerable Land Use Edges map on page 31 depicts the vulnerable edges for the entire Study Area.)

There are five critical edge segments between industrial use and residential neighborhoods:

**SD 1-13** Pierce Butler Route from Snelling to Prior. Maintain and infill the landscaping on both sides of the street. Also, an off-street bicycle facility may help strengthen the buffering.

**SD 1-14** Prior Avenue from Pierce Butler Route to Minnehaha. Build a continuous alley between Prior and Howell, adding fencing, landscaping and/or walls where appropriate.

**SD 1-15** Minnehaha Avenue from Prior to Fairview, Fairview Street from Minnehaha to Thomas, and Thomas from Fairview to Aldine. Maintain and infill the landscaping on both sides of the street.

**SD 1-16** Robbins Street, Raymond to Hwy 280. Maintain and infill the landscaping on both sides of the street, and the community garden on the north side of the street.

**SD 1-17** Raymond Avenue, from the BNSF RR Bridge south to Bradford. Maintain and infill the landscaping on both sides of the street.

**SD 1-18** Hampden from Raymond east to Carleton extended, south to Charles, east to Hersey and south to University. Maintain and infill the landscaping on both sides of edge.

## Bicycle Facilities

Another important aspect of accessibility is the use of bicycle facilities. In particular, the West Midway Industrial area is situated between the South St. Anthony and Newell Park neighborhoods (east-west) and includes the South St. Anthony neighborhood from Energy Park Drive to I-94. As part of the urbanized development, connections among residential neighborhoods and through the industrial areas require safe bicycle facilities along a few routes. (The Bicycle Facilities map on page 32 depicts bicycle facility improvements for the entire Study Area.)

Specifically, for the Northern Core Manufacturing/Distribution Sub-District:

**SD 1-19** Establish an East/West bicycle connection along Territorial/Charles as depicted in the Bicycle Facilities Map (page 32) (This will connect the Newell Park and South St. Anthony neighborhoods.) The Territorial Road segment will be implemented as it is rebuilt, with on-street bicycle lanes. Charles Avenue west of Transfer will have on-street bicycle lanes. Charles connection east of Transfer will require land acquisition and take some time to implement.

**SD 1-20** Establish North/South bicycle connections on Cleveland/Transfer from south of I-94 to Pierce Butler with bicycle lanes.

**SD 1-21** Improve North/South bicycle connections on Raymond from University Avenue to the BNSF Bridge.

## Southern Core Manufacturing/Distribution Sub-District

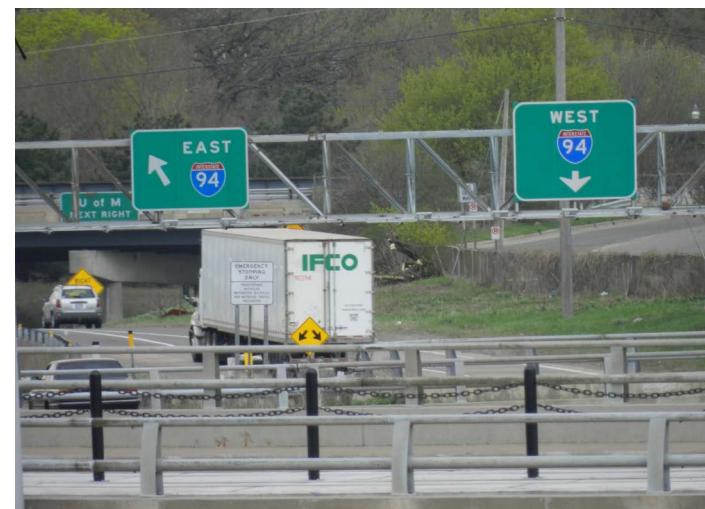
The area roughly bounded by Charles Avenue to the north, I-94 to the south, Prior Avenue on the east and the City limits on the west, includes portions of three LRT station areas, the Rock-Tenn complex and other industrial uses on either side of University Avenue. As in the Northern Core, this Sub-District generates a fair amount of truck traffic, but is complicated by activity along University Avenue including substantial retail, services, offices and the Green Line LRT (to be opened in 2014). The City-adopted Station Area Plans for the Westgate, Raymond and Fairview Stations make specific land uses for most of this Sub-District.

The three station area plans are part of the City's Comprehensive Plan and as such, dictate land uses and zoning for designated station areas. The main intent for land uses within the station areas is the development of Transit Oriented Development within approximately ½ mile of the LRT stations. The City anticipates the Central Corridor area to be the highest intensity of development in the city, outside of the downtown. As such, it is likely the development will be mostly higher-density residential and office with some retail development.

To memorialize these changes, the City has already proceeded to amend the Zoning Code; which resulted in changing some zoning designations in those areas. However, the Zoning Code changes were undertaken with the understanding that no additional industrial areas will be converted to non-industrial zoning, except in extraordinary circumstances. (See Strategy Pl-1.)



Green Line LRT tracks on University Avenue



The Study Area benefits from freeway access including direct access to Interstate 94 and Highway 280

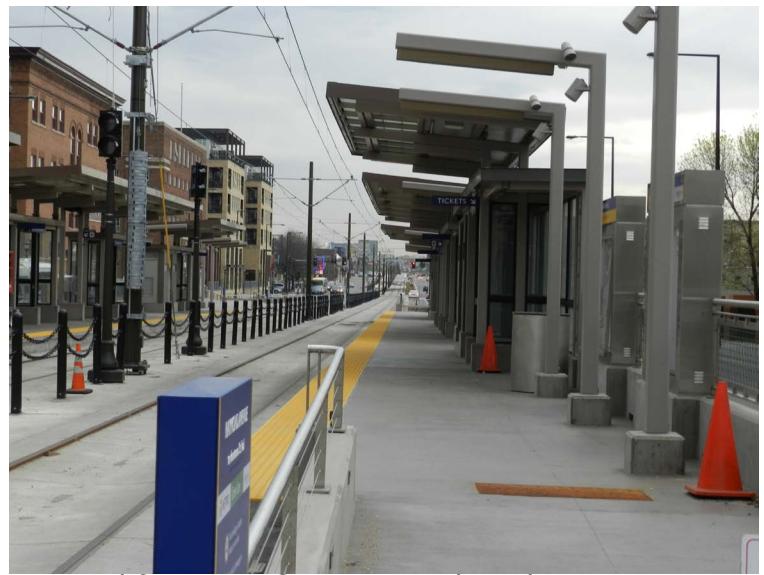
**The Westgate Station Area Plan** anticipates significant high-density redevelopment, characterized by mid-to high-rise office and residential. Estimates include 1,800 to 2,500 new housing units, 700,000 additional square feet of office, 60,000 square feet of retail and possibly 150 hotel rooms. This level of development will not allow for much industrial growth in the immediate area, and will put additional stress on the street/highway network. Outside of downtown, this area is envisioned as the densest area in the entire City. Curfew south of University Avenue is envisioned as a major pedestrian link, with a Curfew-extended path connecting north to the Inter-Campus Busway, as redevelopment occurs.

**The Raymond Station Area Plan** envisions continued focus on the historic nature of the area, with a strong employment and residential character. It anticipates 700 to 1,100 additional housing units, 950,000 square feet of office space and 60,000 square feet of retail. Some of the housing and office space growth will be through conversion of existing heretofore industrial buildings and infill new construction. The geographic reach of redevelopment will be somewhat less than that of the Westgate Station Area, with industrial sites not fronting on University Avenue to retain industrial use. Pelham, LaSalle and Carleton are all recommended for pedestrian connections to the LRT Station. Territorial from Carleton to Hunt Place is also designated a pedestrian connection.

**The Fairview Station Area Plan** anticipates the developments of Episcopal Homes, renewal of Griggs Midway, and Goodwill Building will set the tone for likely new development in the Area. The reach of the redevelopment goes four blocks to the north of University Avenue and may see some conversions from traditional industrial uses to institutional, office or residential uses. The Plan estimates the addition of 600-800 new housing units, 300,000 square feet of office and 40,000 square feet of retail will be added by 2030.



Court International Building at University and Highway 280, near the Westgate Station



Raymond Station on Green Line Light Rail near University and Raymond Avenue

## Roadways and Trucking

The primary objective is to limit the use of heavy truck movements along University Avenue, reduce difficult turning movements for large trucks and improve access to Vandalia/I-94.

**SD 2-1** Through trailblazing, channel north/south truck traffic from the Vandalia, Hampden and Franklin intersections on University Avenue to the Cretin/Vandalia/I-94 interchange via Vandalia Street.

**SD 2-2** Through trailblazing and selective roadway improvements, channel truck traffic on Territorial Road to northbound Hwy 280.

## Stormwater

Stormwater generally flows to the west and virtually all is conveyed in storm sewers. There are no stormwater ponding areas in the Sub-District (as defined by Saint Paul Public Works Department).

**SD 2-3** Larger new developments should contemplate surface ponding, underground treatment systems, green roof technology and surface recharge areas as specified by the Capitol Regions Watershed District and Saint Paul Stormwater practices.

**SD 2-4** As part of street reconstruction, new boulevard development shall incorporate stormwater holding/planting environments to the greatest degree practicable (e.g. Vandalia).

**SD 2-5** Encourage existing industrial businesses to consider adding planting areas with stormwater holding environments at street corners and to frame business entrances.



Landscape buffers on Territorial in the Westgate Area



New industrial development at Pierce Butler and Grotto Street



Mix of residential and commercial uses at University and Raymond Avenue.



Residential/industrial interface on Franklin Avenue and Berry Street

## Transit Access

**SD 2-6** Implement the West Midway Sidewalk Infill program. (See Sidewalk Infill Program map, page 30)

## Vulnerable Land Use Edges

There are two vulnerable edge segments between industrial use and residential neighborhoods in this Sub-District. (See Vulnerable Land Use Edges map, page 31)

**SD 2-7** Prior Avenue between University and St. Anthony. Improve the north/south alley east of Prior with paving and fencing.

**SD 2-8** Emerald Street from University to Wabash. Ensure that new development on the east side of Emerald has sufficient setbacks and landscaping to buffer uses from single-family development to the west.

## Bicycle Facilities and Sidewalks

(See Bicycle Facilities map, page 32)

**SD 2-9** Implement the West Midway Sidewalk Infill program.

**SD 2-10** Establish an East/West bicycle connection along Franklin Avenue between the City Line and Pelham, and on Pelham south from Franklin across I-94 with bike lanes.

## Emerging Research/Bio-Tech/Manufacturing Sub-District

This Sub-District is located west of Highway 280 from the Westgate Industrial Park in the south to Como Avenue in the north, and immediately east of the Minneapolis Mid-City Employment District. Its proximity to the two University of Minnesota campuses (via the Inter-Campus Busway) and potential for medical and technological developments to the west in Minneapolis suggest this Sub-District could also house bio-medical and research as well as manufacturing businesses. Existing uses appear compatible with this new focus: University Enterprise Labs (contemplating a Phase 2 of development); DaVita Universal Dialysis; Allina Health Medical Equipment; and University of Minnesota buildings in the north.

Regional accessibility has been studied extensively, both by the Cities of Minneapolis and Saint Paul. In the Northwest Quadrant Transportation Study, the City of Saint Paul studied the effectiveness of extending Pierce Butler west from Transfer Road and connecting with a new Minneapolis 'Granary Road'. Even if the connection were made, it would not provide any appreciable relief to streets in the City, but it would give better regional business access to Highway 280. The Transportation Study concluded that Pierce Butler should not be extended to the west. Meanwhile, Granary Road was being evaluated in Minneapolis to connect Highway 280 to the East Bank Campus of the University through the Southeast Minneapolis Industrial Site (SEMI). However, they too concluded that such a road would not provide appreciable relief, and are not pursuing a new roadway at this time.

Even though those studies did not conclude there were regional benefits to Pierce Butler and Granary Roads, local access is still a problem. Truck traffic within and from the Westgate Industrial Area is a growing concern. Such trucking movements might be better served with a connection to Highway 280 via the Energy Park/Kasota interchange, but would require major new infrastructure to accomplish. In addition, the Highway 280 ramps may be substantially improved at Kasota and Como in the long run. As this area redevelops, along with the SEMI area in Minneapolis, there may be momentum to re-evaluate street options in the area.

Regional access is also a concern, particularly with the on-ramp to eastbound I-94 and the interchange at Hwy 280 and I-94. Ongoing coordination with MnDOT is required to ensure that any reconstruction of Hwy 280 includes improvements to the interchanges at Energy Park Drive, at Como Boulevard and at Larpenteur Avenue.



University Enterprise Lab (UEL) located in the Westgate Area

## Roadways and Trucking

Traffic and truck movements have become a significant problem for businesses in the Westgate Industrial Area.

**SD 3-1** Continue to coordinate the monitoring of traffic operation issues with the City of Minneapolis with regard to the Westgate Industrial Park area and more regional east/west industrial traffic demand.

**SD 3-2** Outline potential relievers of such traffic and evaluate their effectiveness and cost.

## Stormwater

Stormwater generally flows to the west and southwest and is mostly conveyed in storm sewers. There are two stormwater ponding areas in the Sub-District, next to one another west of Highway 280 designated as Hwy 280 Ponds by Saint Paul Public Works Department (aka Kasota Pond/s). There may be opportunities for creation of more ponding in this Sub-District due to its proximity to Bridal Veil Creek. And although there has been some speculation about daylighting portions of the Creek, none is contemplated for Saint Paul. In addition, there is a division of opinion as to the benefit/cost of such action.

**SD 3-3** Larger new developments should contemplate surface ponding, underground treatment systems, green roof technology and surface recharge areas as specified by the Mississippi Watershed District and Saint Paul Stormwater practices.

**SD 3-4** As part of street reconstruction, new boulevard development shall incorporate stormwater holding/planting environments to the greatest degree practicable.

**SD 3-5** Encourage existing industrial businesses to consider adding planting areas with stormwater holding environments at street corners and to frame business entrances.

## Transit Access

There are no transit access recommendations defined for this Sub-District.

## Vulnerable Land Use Edges

There are no critical edges defined for this Sub-District.

## Bicycle Lanes and Sidewalks

Since a strong pattern of development has not emerged, there are no specific recommendations for bicycling and walking.

**SD 3-6** Ensure that design provisions for sidewalks, landscaping and lighting are integrated into any new industrial development.

# IMPLEMENTATION MATRIX

Strategy #	Summary-Name	Implementers	Priority
B-1	Define needs of business	Port, PED, MC	High
B-2	Industrial Area Partnership	MC, B, Port, PED	High
B-3	Participate in Regional Economic Development Strategy	Metro Council, PED, Port	Medium
B-4	Relations w/U of M, bldg. owners	PED, Port, MC	Low
B-5	Relations w/bldg. owners + residents	PED, Port, MC, B, DC	High
B-6	Expand workforce preparedness	Local Universities & Colleges, Port, Ramsey County	High
B-7	Environmental Sustainability	Port, MC, B	Medium
B-8	Assemble parcels; develop financing; seek Legislative help	Port, PED, Metro Council, Legislature	High
PI-1	Protect industrial land from other uses	PED, Port	Medium
PI-2	Street & roadway network improvements	PWD, MnDOT	High
PI-3	Physical environment improvements that benefit businesses	B, PWD, Port	Medium
PI-4	Physical environment improvements that benefit workers	PWD, B, Parks Division	Medium
PI-5	Physical environment improvements that benefit neighborhoods	PED, DC, Port, MC, B	Medium
PI-6	Bike and Pedestrian improvements	PWD, Parks	Medium

## Implementers

Port: Saint Paul Port Authority;  
 HPC: Heritage Preservation Commission  
 PED: Department of Planning and Economic Development;  
 PWD: Department of Public Works;  
 MnDOT: Minnesota Department of Transportation;  
 MC: Midway Chamber of Commerce;  
 B: local businesses;  
 DC: District Councils

## IMPLEMENTATION MATRIX, continued

SD 1-1	Reconstruct Ellis	PWD, MnDOT	High
SD 1-2	Rehab Territorial	PWD, DC	High
SD 1-3	Rehab Vandalia	PWD, MnDOT	High
SD 1-4, 2-1	Pathfinder Signage to Interstate	PWD, MnDOT	High
SD 1-5	Reconstruct Vandalia Interchange at I-94	PWD, MnDOT	Medium
SD 1-6, 1-7, 3-4	Consider ponding in public ROW	PWD	Medium
SD 1-8 to 10, 3-3, 3-5	Consider ponding on private property	B, MC, Port	Low
SD 1-11, 12, 2-6, 2-9	Sidewalk Infill	PWD, PED, HPC	Medium
SD 1-13 to 18, 2-7, 2-8	Create/build buffers	PED, PWD, DC, HPC	High
SD 1-19 to 1-21	Bicycle improvements	PWD	Low
SD 2-2	Thru trailblazing, channel trucks to Territorial to NB 280	PWD, MnDOT	High
SD 2-3, 2-5	Consider ponding on private property	PED, MC, B	Low
SD 2-4	Stormwater recharge along Vandalia street improvements	PWD	Medium
SD 3-1	Monitor traffic in Westgate	PWD, PED	High
SD 3-2	Evaluate possible relievers to truck traffic in Westgate	PWD, PED	High
SD 3-6	Sidewalks integrated into all new industrial development	PWD, DSI, PED	Medium

### Implementers

Port: Saint Paul Port Authority;  
 HPC: Heritage Preservation Commission  
 PED: Department of Planning and Economic Development;  
 PWD: Department of Public Works;  
 MnDOT: Minnesota Department of Transportation;  
 MC: Midway Chamber of Commerce;  
 B: local businesses;  
 DC: District Councils

## APPENDIX A: NEW INDUSTRIAL BUILDING DESIGN REQUIREMENTS

As the result of a study initiated by the Saint Paul Planning Commission, design standards for new industrial building construction are being changed. The text below includes the principle criteria of the proposed changes. Note that the vast majority of industrial lands in the City are zoned I1 – Light Industrial. Most of the West Midway Industrial Area is zoned I1 or I2 with only a small portion zoned IR (now IT); which occurs one block either side of University Avenue between Transfer Road and Vandalia Street.

### I2 – General Industrial

- No Design Changes

### I1 – Light Industrial Zone

- **Install substantial office window area.** For office portions of principal buildings, above grade window and door openings shall comprise at least fifteen (15) percent of the total area of exterior walls facing a public street.
- **Landscape along the public streets and sidewalks** to define the street edge, buffer pedestrians from vehicles, and provide shade. Provide street trees in the street right-of-way, in a planting strip at least five feet wide between the curb and sidewalk, or in structural soil or its equivalent.
- **Install sidewalks** as part of redevelopment along the frontage of the property.

### IT – Transitional Industrial Zone

- **Buildings will anchor the corner.** At intersections in pedestrian-oriented areas characterized by such things as buildings located up to the public sidewalk, pedestrian-scale street lighting, a mix of uses, and availability of transit service
- **Articulate building facades.** The bottom 25 feet of building facades facing a public street shall include human-scale elements including, but not limited to, doors and windows, awnings and canopies, vertical or horizontal variations in color, texture, and material, and/or ornamentation, offset or recessed structural bays, projecting elements such as colonnades or bay windows, or other roof or wall features.

### IT, continued

- **Use quality construction materials and detailing.** Buildings shall be constructed of high-quality materials, including, but not limited to, brick, stone, textured cast stone, tinted masonry units, concrete, glass and architectural metal.
- **Install substantial office window area.** For office portions of principal buildings, above grade window and door openings shall comprise at least fifteen (15) percent of the total area of exterior walls facing a public street.
- **Locate parking to the side or rear of main building** to the greatest extent possible, or on a separate lot. Up to two rows of parking spaces between the principal building and a street may be approved administratively.
- **Landscape along the public streets and sidewalks** to define the street edge, buffer pedestrians from vehicles, and provide shade. Provide street trees in the street right-of-way, in a planting strip at least five feet wide between the curb and sidewalk, or in structural soil or its equivalent.
- **Install sidewalks as part of redevelopment** along the frontage of the property.

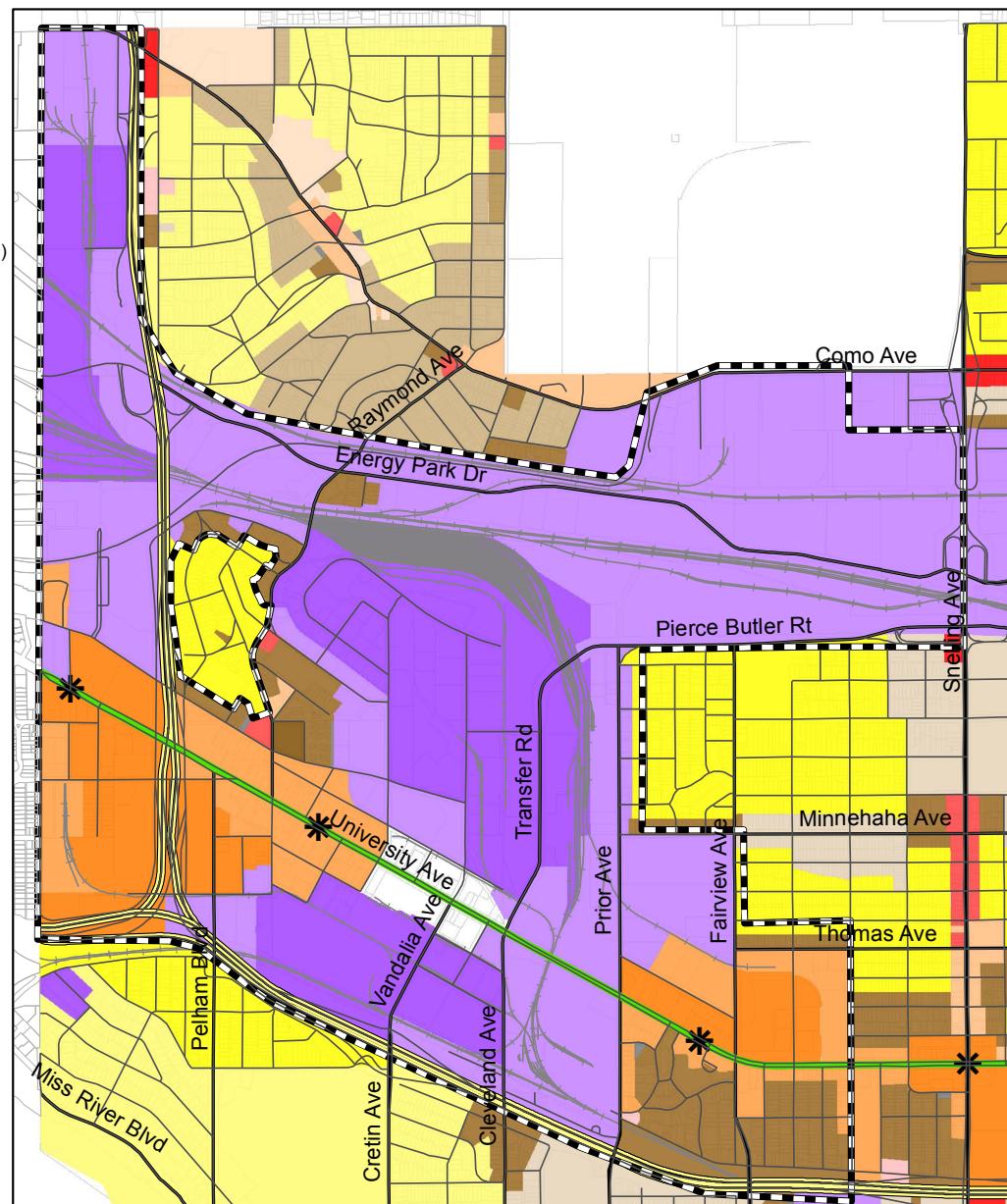
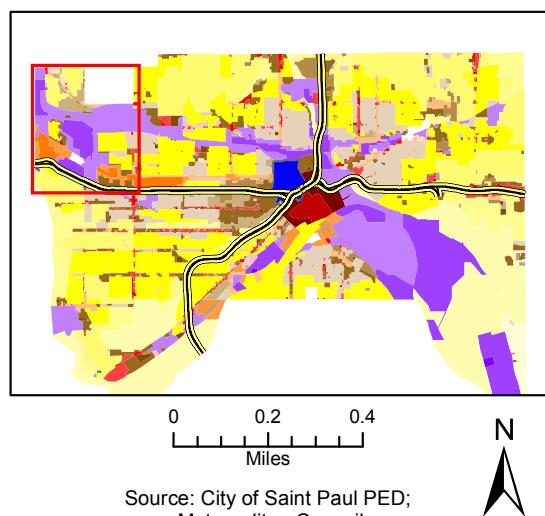
» Zoning Map on following page

## APPENDIX B: CURRENT ZONING MAP

### West Midway Study Area Zoning

#### Legend

	LRT Stations
	West Midway Study Area
	Rail lines
	Central Corridor (Green Line) LRT
RL One-Family Large Lot	OS Office-Service
R1 One-Family	B1 Local Business
R2 One-Family	BC Community Business (converted)
R3 One-Family	B2 Community Business
R4 One-Family	B3 General Business
RT1 Two-Family	B4 Central Business
RT2 Townhouse	B5 Central Business Service
RM1 Multiple-Family	IR Light Industrial Restricted
RM2 Multiple-Family	I1 Light Industrial
RM3 Multiple-Family	I2 General Industrial
T1 Traditional Neighborhood	I3 Restricted Industrial
T2 Traditional Neighborhood	
T3 Traditional Neighborhood	
T3M T3 with Master Plan	
T4 Traditional Neighborhood	



## APPENDIX C: CITY PLAN POLICY

A few comments on each Plan pertaining to this Strategy are outlined on the following pages

### Land Use Chapter of the Comprehensive Plan

#### Strategy 2: Provide Land for Jobs

Cities can be the fulcrum for regional economic prosperity. When the assets of urban centers are utilized creatively and with energy, they are catalysts for investment in industries and, thus, jobs for residents.

Cities inherently have much to offer. For many decades they were centers for economic and political activity and for culture and education. They had quintessential neighborhoods where men and women who worked in the city lived and raised their families. Although much economic activity has shifted to the suburbs and to other countries, the basic elements that made cities successful for so long are still in place: mature physical infrastructure; universities and vocational training schools; institutions and cultural amenities, which provide ideas; and important economic centers, such as medical facilities and financial institutions.

During the past 20 years, Saint Paul pulled together an array of strategies and projects intended to address the loss of manufacturing jobs. The focus has been reclaiming vacant and underutilized industrial lands and making them productive once again. Elements central to this effort included brownfield cleanup, redevelopment, and workforce development.

Now, early in the 21st Century, factors are converging that compel Saint Paul and its partners to hone these strategies and to supplement them, so that revitalization can continue to provide for job-rich industries. Globalization of many industries has intensified. Technologies have become increasingly more sophisticated. The land likely to be developed with job-rich industries may often be found in smaller parcels throughout the city rather than in large swaths of land in railroad corridors. Changing demographics are producing shifts in the labor market. Immigration is giving Saint Paul a new pool of potential employees – energetic and hard-working but sometimes lacking skills needed for jobs that are available – at the same time that baby boomers, though close to retirement age, are continuing to work, sometimes at part time jobs.

#### DEVELOPMENT GUIDELINES

There are core guidelines that establish a foundation for the formation and maintenance of employment centers.

2.1 Ensure the availability of sufficient quantities of land suitable for existing and new employment centers; prepare an inventory of properties zoned for industrial and commercial uses that have the potential for redevelopment as employment centers.

An inventory of vacant and underutilized buildings and land currently zoned for industrial and commercial use will provide the City and its development partners with baseline information necessary to pursue a program to develop employment centers.

2.2 Promote the redevelopment of outmoded and non-productive sites and buildings so they can sustain existing industries and attract emerging industries to Saint Paul; focus on issues that include, but are not limited to, energy efficiency, water conservation, and broadband capability.

2.3 Attract industries that use best management practices regarding environmental issues (e.g., air and water quality, soil contamination, solid waste, sustainable construction practices, etc.) in their site development and operations.

#### JOB-RICH EMPLOYMENT CENTERS AT STRATEGIC LOCATIONS

Saint Paul's employment districts historically have been located either in Downtown office buildings or within railroad corridors running through the city. Location, land availability, and transportation contributed to this pattern, which has continued with new employment centers developed since the late 1980s and early 1990s and is expected to continue into the future. The shift to an information-based economy, producing more service-sector employment and small-scale manufacturing, presents opportunities for redevelopment on all types of sites, including smaller sites and those on arterial streets.

## CITYWIDE

2.4 Focus the growth of employment centers in Downtown, the Central Corridor [Green Line], industrial corridors, and on larger tracts of land, where there is infrastructure capacity and where redevelopment as employment centers, or as mixed-use development that includes employment centers, could occur...

2.7 Develop opportunity sites consistent with the Saint Paul Comprehensive Plan with mixed-use development that incorporates employment centers.

## CORRIDORS

2.15 Redevelop underutilized or vacant land in railroad corridors. There has been significant redevelopment in the Phalen Corridor and the Great Northern Corridor in the last two decades. Ample acreage is available for light industry, commercial office development, and capitalization on the growth of freight rail.

2.16 Prepare a study of the West Midway industrial area outside the line of change as identified in the Central Corridor [Green Line] Development Strategy to determine how the industrial area may be best used to strengthen Saint Paul's industrial sector and employment base.

The West Midway, one of Saint Paul's historic railroad corridors, is strategically located, with much of its current business activity closely tied to the railroad lines that run through it. Many existing businesses, though successful, do not employ large numbers of people. The study, in part, will focus on how the West Midway can evolve to capture "knowledge-based" business activity and to take advantage of the potential for a jobs/housing match because of its proximity to the Central Corridor [Green Line].

## LAND ASSEMBLY

Light industrial and commercial office complexes often require significant parcels of land, or parcels reconfigured to meet the requirements of modern business. Much land that might otherwise be appropriate for redevelopment as employment centers is on relatively small or oddly shaped parcels. Creating parcels large enough for an employment complex will require land assembly. The Minnesota Legislature in 2006 significantly limited eminent domain as a tool for assembling parcels for redevelopment except for the construction of public facilities. Consequently, government must use other tools, specifically negotiation with property owners, to assemble sites and, if needed, to clean up contaminated land.

2.17 Utilize appropriate financial tools to assemble parcels to be redeveloped for industrial and intense commercial uses.

2.18 Analyze the feasibility of using the City's land assembly bond program to acquire parcels for light industrial and business development as those parcels become available.

Using the land assembly bond program depends on the strength of the market to support the sale of projects so the bonds can be repaid. The program should be used with this caveat in mind.

2.19 Seek a revision to state legislation that limits the use of eminent domain as a tool for redevelopment

See the full text of the Land Use Plan section on providing land for jobs see: <http://www.stpaul.gov/DocumentCenter/Home/View/11883>

## **Central Corridor Development Strategy**

“The Central Corridor Development Strategy is a vision and set of strategies for how University Avenue...should grow and change over the next 25-30 years in response to the planned investment in light rail transit. The vision is grounded in six principles including:

1. Reposition Saint Paul in the Region;
3. Link and Foster Economic Activity; and
4. Improve People’s Mobility Throughout Their Community.”

The Development Strategy also called for station area plans to be done for each station along the Corridor.

## **Westgate Station Area Plan**

“This area, more than any other Station Area along University Avenue, has come the farthest to prepare itself for LRT; and to demonstrate the marketability of higher-density infill and its ability to sensitively fit into a traditional neighborhood fabric...The Westgate Station Area will leverage its location, accessibility and boundary conditions to define two distinct mixed-use transit villages that combine a high concentration of employment and residential uses in proximity to the LRT. These villages, located on the north and south sides of the Avenue, will each be structured around two shared elements: first, the Avenue, which will be the focus of civic life for this community,...; and second, two proposed open spaces that anchor opposite ends of the Westgate villages, and act as transitional and defining spaces for the residential and employment functions found here.”

<http://stpaul.gov/DocumentCenter/Home/View/7502>

## **Raymond Station Area Plan**

“The Raymond Station Area is distinguished by an enviable historic building stock, clusters of cafés, and small retail stores. This unique character must be strengthened and preserved through future development...[The Station Area will become] [a] model mixed-use urban village that successfully combines new and old: buildings, streets, land uses, and modes of transportation. This Station Area will evolve with an authenticity and sense of place that distinguishes it within the Corridor, and becomes a must-see district for visitors seeking to discover the places that make Saint Paul unique.”

<http://stpaul.gov/DocumentCenter/Home/View/7499>

## **Fairview Station Area Plan**

“The Fairview Station Area consists of distinct residential and employment districts separated by the Avenue...[The Station Area will become] [a] healthy and functioning “Main Street” with buildings, open spaces and many connections oriented towards University Avenue; and whose activities, uses and destinations are expressive and supportive of the diverse and daily needs of the surrounding residential and business community.”

<http://stpaul.gov/DocumentCenter/Home/View/7495>

## **Hamline Midway Community Plan**

The Plan includes five core values, defined to shape all aspects of planning and to serve as criteria for evaluating the success including: diversity; environmental sustainability; and quality design.

19. Plan and carry out improvements in transportation alternatives. Policies of particular note include:

- Mitigate noise and pollution problems at the intermodal hub as well as to advocate for its relocation.
- Create bicycle routes on non-arterial routes that link parks and make connections outside of the area.
- Reduce truck traffic through the neighborhood
- Strengthen relationships between businesses and residents
- Coordinate workforce development efforts through the Greater Midway Work Resources Hub.
- Help smooth the transitions between land uses where industrial, commercial or institutional uses are adjacent to or abut residential property, especially along...Prior,...and near Pierce Butler Route.

## **St. Anthony Park Community Plan**

The Plan's visions include: "St. Anthony Park seeks substantial land use change in the existing industrial area to support more intensive use of the land and increased tax base...envision[s] a healthy balance of transportation options...encourage[ing] transit, bicycle and pedestrian connections between homes and workplaces, and between workplaces and commercial services." Policies of particular note include:

- "[Ensure that] introduction of Light Rail Transit to the University Ave corridor [will result in] a more connected residential and commercial area, while respecting the area's industrial base.
- Design Greenbelt buffers along edges between residential and commercial or industrial areas.
- Work with the University, railroads, land owners and policy makers to redevelop underused industrial land for higher value knowledge based industries requiring proximity to University research functions."
- Add a direct connection between Vandalia Street and its connection with Interstate 94 and Transfer Road.
- Enforce a truck ban on Raymond Avenue.
- Maintain and/or expand riparian zone surrounding the Kasota Ponds...[and] achieve measurable water quality improvements to the Kasota Ponds, Cathlin Wetland, and other natural remnants.
- Increase the level of ground water infiltration...by 30 percent through development standards,...and the retrofitting of existing structures and properties...[including use of ] green roofs, pervious pavements and sustainable site designs.
- Develop a St. Anthony Park Business Association to work with area businesses on local goals and initiatives in conjunction with the Midway Chamber of Commerce."
- Create a pedestrian and bicycle route along Raymond Avenue between Langford Park and University Avenue.

## ***District 12 Plan Amendment***

Creative Enterprise Zone. "...[S]tabilize and advance conditions in which creative enterprises – light industry, artisans and artists – can thrive... including:

- Consideration of a special designation for the zone...to help advance job retention and creation for workers in light industry, artisans and artists.
- Public assistance] through site preparation, zoning ,cleanup, design standards, financial incentives, tax credits and/or financing..."

In addition, there are important studies that should be referenced for a complete picture of community interest in the issues raised by this Study, including:

- "Bridging the Gap" Report from District 12:  
<http://sapcc.org/bridgingthegap>
- "Prospect Park Station Area and Gateway Planning":  
<http://www.prospectpark2020.org/>

## ***Bike Walk Central Corridor Action Plan***

"The success of the Central Corridor [Green Line] project depends on people's ability to access its stations and move through the corridor on foot or bicycle. The City of Saint Paul initiated this Bike Walk Central Corridor Action Plan to ensure that bicycle and pedestrian connections and facilities create a safe and inviting environment around the LRT line and within the greater Central Corridor area. The plan sets priorities and strategies for creating a bicycle and pedestrian friendly environment. This Plan builds on other Central Corridor and City of Saint Paul planning work , including the Central Corridor Development Strategy, the University Avenue Station Area Plans...[and] the Transportation and Parks Chapters of the Comprehensive Plan..."

## ***An Industrial Strategy for the City of Saint Paul***

Although this Study has no official plan status it is foundational for many of the recommendations in this Strategy. Commissioned by the Saint Paul Port Authority, the Initiative for a Competitive Inner City (ICIC), Interface Studio and Laura Wolf-Powers at the University of Pennsylvania, the Study is a wide-ranging set of findings and recommendations. In addition, there is an analysis of the Midway/Pelham Business Center which gives some insights into the immediate geography.

## Heritage Preservation Context

The following historic resources are within the Plan boundaries:

### Applicable Context Studies

- Churches, Synagogues, and Religious Buildings: 1849-1950 (2001)
- Downtown Saint Paul: 1849-1975 (2001)
- Neighborhood Commercial Centers: 1874-1960 (2001)
- Pioneer Houses: 1854-1880 (2001)
- Residential Real Estate Development: 1880-1950 (2001)
- Transportation Corridors: 1857-1950 (2001)
- Neighborhoods at the Edge of the Walking City (2011)

### 1983 Historic Resources Survey

#### Designated Sites (1983)

- 1536 Hewitt Avenue West, Hamline University Old Main (NRHP 1977, local 1978)

#### Sites Eligible for Designation (1983)

- 1538 Englewood Avenue West, Oric Whited House
- 1305 Lafond Avenue West, Church of Saint Columba
- 1536 Minnehaha Avenue West, Knox Presbyterian Church
- 1885 University Avenue West, Krank Building (NRHP 1983, local 1985)
- 1684 Van Buren Avenue West, John J. Dewey House
- Of the 5 sites noted in 1983 for designation only one was designated.

### Sites of Major Significance (1983)

- 1672 Blair Avenue West, Lena Howard House
- 1513 Englewood Avenue West, Manor House at Hamline University
- 1514 Englewood Avenue West, Hamline United Methodist Church (NRHP 2011)
- 634 Fairview Avenue North, J.W. Wallace House
- 877 Fry Street North, House
- 1288 Hubbard Avenue West, William A. Davern House
- 1300-1302 Lafond Avenue West, Peter Oleson Double Bungalow
- 1564 Lafond Avenue West, Hamline Playground Building (local 1992)
- 1378 Minnehaha Avenue West, John North House
- 1464 Minnehaha Avenue West, Frederick M. Grant House
- 1558 Minnehaha Avenue West, Henry Hale Memorial Library, Hamline Branch
- 1765 Minnehaha Avenue West, House
- 1153 Sherburne Avenue, House
- 1673 Sherburne Avenue, House
- 666 Snelling Avenue North, Snelling Service Garage
- 2021 University Avenue West, Minnesota Transfer Railway Building
- 1730 Van Buren Avenue West, Ellen Gillette House
- 1777 Van Buren Avenue West, House
- Of these 18 sites noted for "Major Significance" in 1983, none have been razed. One has been locally designated and one has been listed on the NRHP.

## **Heritage Preservation Context, continued**

### **2001 Saint Paul Historic Context Study: Churches, Synagogues and Religious Buildings (2001)**

#### **Study Recommendations**

- 1305 Lafond Avenue West, Church of St. Columba (designation form prepared)
- 1536 Minnehaha Avenue West, Knox Presbyterian Church (designation form prepared)

### **2001 Saint Paul Historic Context Study: Neighborhood Commercial Centers**

#### **Study Recommendations**

- 26-734 Snelling Avenue North, Hamline Apartments and Stores (designation form prepared)

### **2001 Residential Real Estate Development**

#### **Study Recommendations**

- Hamline is a strong candidate for further study as a local historic district. The significance is based on the planning ideas of the original plat, the strength of the developer's original marketing efforts, and resulting architecture and community character.

### **2001 Transportation Corridors**

#### **Study Recommendations**

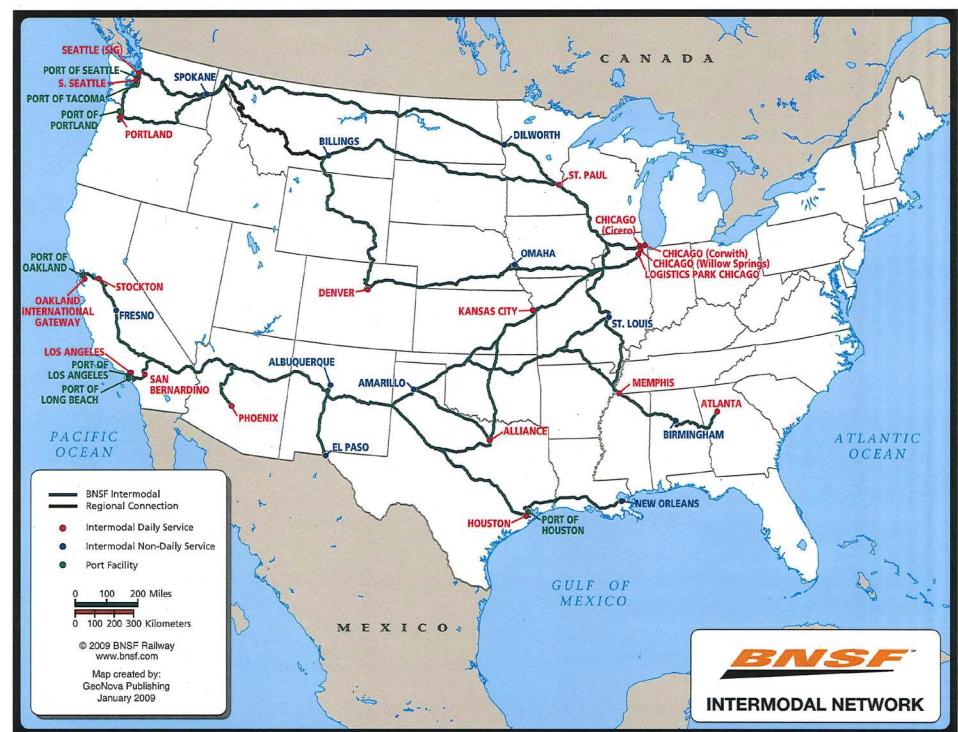
- The Midway has a number of buildings that merit designation studies. Some of them were noted in the historic resource database list in the study
- Also worthy of study along University Avenue in the Midway are any remaining historic resources focused on automobile sales, such as the Midway Chevrolet building. St. Paul has lost many of its early auto rows, such as along Grand Avenue.
- 1389-99 University Avenue West, Midway Chevrolet
- 1821 University Avenue West, Griggs & Cooper Co.
- 1885 University Avenue West, Krank Building (NRHP 1983, local 1985)

## APPENDIX D: BNSF RAILWAY COMPANY/REGIONAL INTERMODAL HUB

### BNSF RAILWAY CO/TWIN CITIES REGIONAL INTERMODAL HUB

9/27/10

- The BNSF facility became the intermodal facility 27-28 years ago under the Burlington Northern Railway. The BN Railway merged with AT&SF Railway, becoming the BNSF Railway, which currently operates the facility. Currently:
  - 150 direct jobs are supported onsite
  - 100 percent of the facility's business revenue is from the intermodal traffic
  - 60 percent of the facility's business revenue from the transport of domestic intermodal traffic (UPS, JB Hunt) and 40% from international intermodal traffic (imports and exports).
- The BNSF intermodal facility is an intermediate station in the system, but it also originates daily trains to Chicago. Three trains per week also go to/come from ports in Tacoma or Seattle, WA. Also ships to Los Angeles, CA
- Container traffic comes from either steamship traffic (ports on the west coast) or truck trailer traffic (many of which are smaller companies in the Twin Cities).
  - BNSF no longer owns the containers that are transported on the trucks/trails; they are owned by international steamship companies or national shipping companies
- National companies include Schneider, UPS, JB Hunt, and others. These are “door-to-door” trucking/shipping companies
- A brokerage company coordinates this traffic; the intermodal facility is an intermediary



### Trains

- 5-7 trains stop in or set out per day from the intermodal facility
- Two major, high priority trains run out of the intermodal facility at night (the Z St Paul to Chicago 8 and 9). This includes UPS containers plus others.

## Capacity

- The site is 44 acres.
- Before the recession, over 260,000 lifts were done per year. The theoretical capacity for the intermodal is up to 338,000 lifts per year. The facility has grown its capacity level in the last 8-10 years.
- Over the last four years, BNSF has made greater use of an overflow lot at Dale St (Lot 20) via an access road, as well as the "Bridal Veil" facility near Westgate.
- A study published 15 years ago, entitled "Need for Intermodal RR Terminal Facilities in the Twin Cities Metropolitan Area" aka the MIRTS study, concluded a new intermodal facility should be built in Rosemount. BNSF and CP Railroad companies were not happy with this conclusion as it would have required UP lines to be utilized, as well as would have required the construction of extensive new infrastructure. (MnDOT, BN, CP and Met Council participated).

## MN Commercial Railway

- This is the former "Minnesota Transfer Railway," once jointly owned by the railroad companies (now it's privately-owned). It appears on a map as the large expanse of tracks between Prior and Transfer, in the Midway. Daily connections are made with BNSF, CP, UP, CN IC&E, and TC&W.
- It is a short line railroad (unlike the Class 1 railroad companies), and does switching work. MN Commercial focuses mainly on local industries, and "local-to-local" goods delivery:
  - Operates 150 miles of trackage dedicated to serving the Twin Cities manufacturers, warehouses, lumber and steel transloads, and grain mills. It operates a transload facility equipped to handle multiple commodities. Operates 7 days a week, 24 hours a day.
  - Offers leasing tracks, transloading, team track services, and logistical assistance. From [www.mnnr.net/index.html](http://www.mnnr.net/index.html)

## Cargo Carried

- 500 trucks/container units enter the facility per day. Many long haul trucks originate in other parts of the state or Iowa, the Dakotas, and parts of Wisconsin.
  - 120 of these trucks/container units per day are from UPS alone. UPS has two sorting facilities in Minneapolis and Saint Paul. (USPS uses Amtrak).
  - Large retailers like Walmart and Target have direct accounts.
  - Principal cargo transported through BNSF Twin Cities Regional Intermodal Facility includes mail/packages and consumer goods. Agricultural products and raw materials for export are also transported to a lesser extent.
  - Car parts, refrigerated cars with produce, other agricultural goods, glass, wood, construction materials, electronics, coal, industrial products, etc., are also transported through the larger BNSF network.
  - See [www.bnsf.com](http://www.bnsf.com) and [www.bnsf.com/tour/](http://www.bnsf.com/tour/) for more information on volumes of goods and end destinations, and the economic impacts.

## Future of Twin Cities Regional Intermodal Hub Facility

- There is a high demand for intermodal facilities by other states.
- The State of Minnesota Rail Plan identifies the Twin Cities Regional Intermodal Facility/Hub as an important asset for the local/ regional/state economy.
- BNSF plans to increase its volume of goods transported without increasing its land use footprint.
- BNSF desires improved transportation connections, including the eastbound extension of Pierce Butler Route. They are studying ways to possibly remove traffic from Snelling Ave N, and create better north-south alternatives.

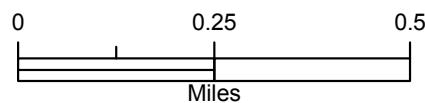
## APPENDIX E: BACKGROUND STATISTICS ON EMPLOYMENT DENSITIES AND TYPES

**West Midway Jobs/Acre,  
Dunn & Bradstreet Analysis  
(analysis on following page)**

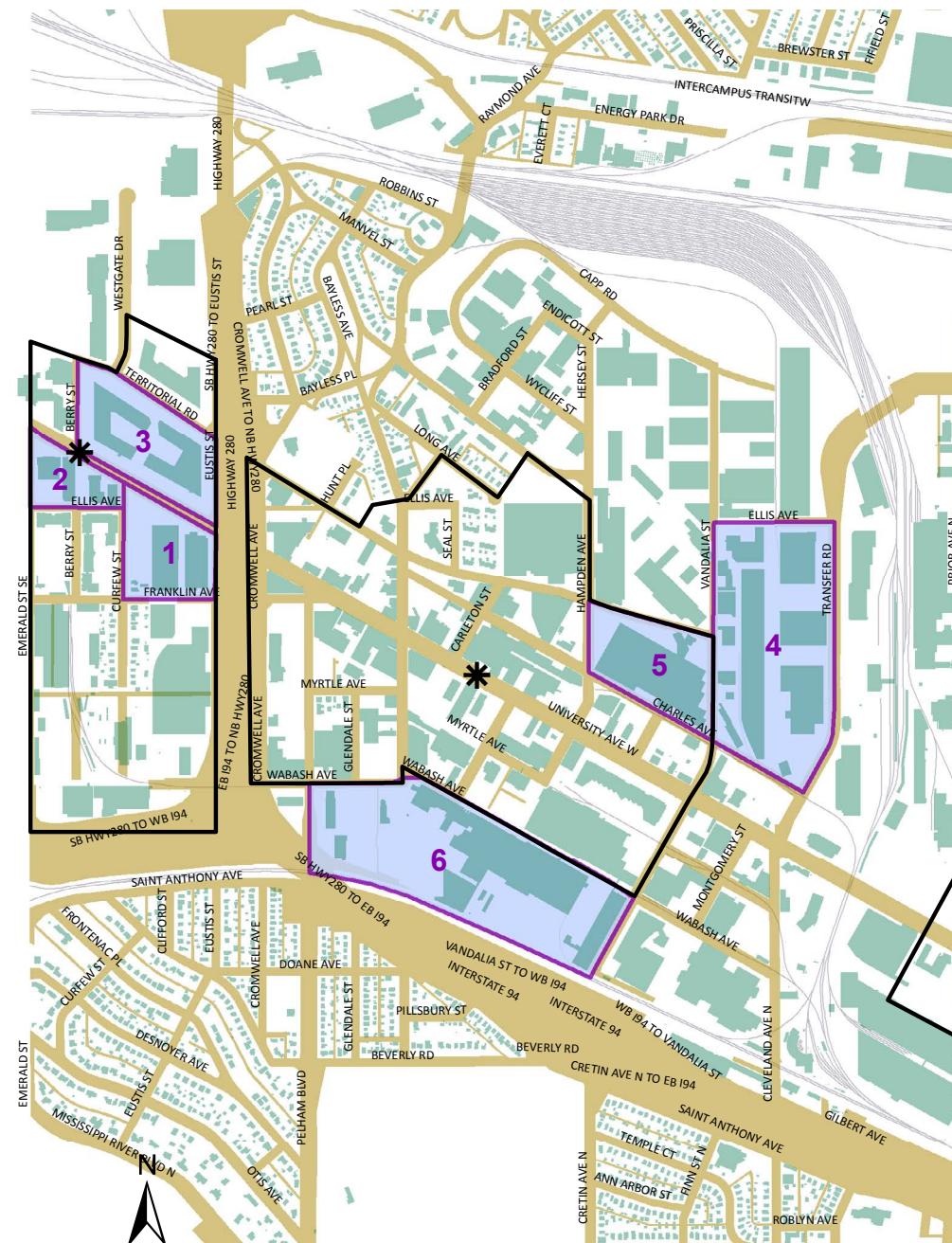
### Jobs per acre, blocks analyzed\*

- \* LRT stations
- Right-of-way
- Station Area Plan boundaries
- Building footprints
- Blocks analyzed for job density (numbered)

**\*Note:** A jobs per acre calculation by parcel was not possible because much of the firm-specific data from Dunn & Bradstreet was spatially located at the nearest point on a street centerline, and could not be successfully matched to a specific parcel.



Source: Saint Paul PED; Dunn & Bradstreet data



## West Midway Employment Density, by blocks

(key findings below)

#	Block description	Block location	Prototype land uses / built form	# businesses	Sample businesses	Total built-out square footage	acres in block	# jobs in block	jobs per acre	Estimated Floor Area Ratio (non-residential only)
1	Court International	University, Eustis, Franklin, Curfew	Office, surface parking, deck parking (Office uses and parking uses - according to Ramsey County Land Use Codes)	89	Upper Midwest Organ; On Assignment Staffing Svcs; Big Bros Big Sisters of MN; MN Gastroenterology PA; Regional Multiple Listing Services	448,283	9.67	1,447	150	1.1
2	Metro condos / MN Geological Survey	University, Curfew, Ellis, Emerald	Offices, multifamily housing, vacant commercial parcel, deck parking (Commercial vacant land; office; condo/coop; other residential; small (under 10K sf detached retail); commercial warehouse uses - according to Ramsey County Land Use Codes)	14	Wackenhut Corp; MN Geological Survey; Trust for Public Land; Camp Fire USA	63,604	5.60	555	99	0.3
3	Westgate Business Center	University, Eustis, Territorial, Berry	One (Two-?)story office/light industrial buildings, surface parking ("Flex Industrial Center" according to Ramsey County Land Use Codes)	11	Synovis Life Technologies Inc; Healthpartners Inc; Innovative Furniture Solutions; Protatek International Inc	171,981	14.99	888	59	0.3
4	Office/warehouse predominant block	Charles, Transfer, Ellis, Vandalia	One-story office/warehouse buildings with loading docks, surface parking (Commercial warehouse, and Railroad real property (MN Commercial Railway) - according to Ramsey County Land Use Codes)	28	Aspect Automation LLC; Remmelle Engineering; Midway Training Services LLC; Stericycle Inc; Browning-Ferris Industries	507,149	34.12	577	17	0.3
5	Warehouse predominant block	Charles, Vandalia, Territorial, Hampden	One warehouse building with large footprint (MSP Industrial Park), including loading docks, and small ancillary office building on north (Commercial warehouse - according to Ramsey County Land Use Codes)	8	Bro-Tex Co. Inc; Superior Third-Party Logistics; Trademark Transportation Inc.; Lincoln Trading International	398,832	12.48	167	13	0.7
6	Manufacturing predominant block	Wabash, Vandalia, Pelham, and I-94 frontage	(Foundries and Heavy Manufacturing Plants; Manufacturing and Assembly - Light; Industrial Vacant Land; Commercial Truck Terminals - according to Ramsey County Land Use Codes)	6	Rock-Tenn, Co; Root River Valley Transfer; Johnson Security, Inc.; Bison Freight Inc.; Recycling Association of MN; Universal Am-Can Ltd	744,146*	38.49	633	16	0.4

\*Rock-Tenn facility at 2250 Wabash Ave =728,335 sf based on Ramsey Co Tax Records

### Key findings:

\*Block 1 (Court Int'l block) has the highest job density of all blocks analyzed (as well as the highest job density in the West Midway study area) of 150 jobs/acre.

\*Block 2 (MN Geological Survey) is not yet fully developed and includes housing, but still has a high job density of 99 jobs/acre.

\*Block 3 - the Westgate light industrial/office business center - has a fairly high job density of about 60 jobs/acre, which is about four times as intense as blocks dominated by office/warehouse, warehouse, and manufacturing uses.

\*Despite Block 3 (Westgate center) having a much higher job density, it is developed at a similar FAR (0.3) as the predominantly office/warehouse and warehouse blocks.

\*Blocks 4-6 (office/warehouse predominant, warehouse predominant, and manufacturing predominant) have similar job densities.

## West Midway industry-specific job density: Average square feet per firm devoted to one job

Industry/Industry cluster	Jobs per square foot of business space analysis (not an acreage analysis)				average sf per one job
	# establish- ments	total square ft	total # jobs	average sf per one job	
Administrative & Waste Services	102	699,014	4,933	142	
Business Services	296	1,510,122	6,551	231	
Healthcare & Social Assistance	151	713,591	2,881	248	
Information Technology	17	69,982	277	253	
Construction	56	297,604	1,071	278	
Educational Services	33	129,735	454	286	300
Financial Services	33	85,612	226	379	384
Government (Public Administration)	14	147,457	341	432	
Production Technology	9	173,634	385	451	588
Printing & Publishing	29	191,275	330	580	1,000
Metal Manufacturing	14	273,684	267	1,025	
Distribution Services	145	3,057,583	2,574	1,188	
Goods-related Transportation	32	504,628	325	1,553	
Medical Devices	2	26,730	13	2,056	

### Notes:

1. There is a large overlap between Business Services and Administrative and Waste Services. Both sectors are expected to see large job growth in MN over the next 10 years.
2. Healthcare & Social Assistance is the sector expected to see the most job growth in MN over the next 10 years. A substantial amount of the West Midway's employment in this sector is due to social service organizations.
3. Information Technology includes both manufacturing (projected to decline), and services (expected to see job growth, including data management, internet service providers, etc.).
4. Printing & Publishing are Metal Manufacturing are projected to decline in MN in terms of employment over the next 10 years.
5. Construction, Financial Services, Goods-related transportation, and Distribution Services are projected to see modest job growth in MN over the next 10 years.

## The presence of the Twin Cities metro area's traded industry clusters in the West Midway study area

The attached maps show the presence in the West Midway of eight of the nine industry clusters identified by DEED as important for the Twin Cities metro area, based on Dunn & Bradstreet business data. Firms' NAICS codes were grouped into the nine clusters to analyze the number of firms and jobs in each cluster (with some accompanying statistics about their significance to the overall West Midway). Each dot on the map represents one firm; the larger the dot, the greater the number of workers employed by the firm (i.e., employment density, in this case, is not the number of jobs per acre).

The nine clusters are as follows (listed with a descending level of employment and firms in the West Midway study area):

### Employment

Twin Cities Metro Industry Cluster	# Jobs in the West Midway Study Area	% of total, West Midway
Business Services	6,554	30%
Distribution Services	2,574	12%
Publishing and Printing	330	2%
Production Technology	330	2%
Metal Manufacturing	267	1%
Information Technology	277	1%
Financial Services	226	1%
Medical Devices	13	0%
Analytical Instruments	10	0%
<b>Total jobs, entire West Midway</b>	<b>21,967</b>	<b>100%</b>

**Note:** Not all firms in the West Midway fall into the nine selected Twin Cities industry clusters. Firms may fall into multiple industry clusters. The total number of jobs in the nine clusters (10,226) is less than the total number of jobs for the entire West Midway Area (21,967).

### Businesses

Twin Cities Metro Industry Cluster	# Firms in the West Midway Study Area	% of total, West Midway
Business Services	297	24%
Distribution Services	145	12%
Financial Services	33	3%
Publishing and Printing	29	2%
Information Technology	17	1%
Metal Manufacturing	14	1%
Production Technology	8	1%
Medical Devices	2	0%
Analytical Instruments	1	0%
<b>Total firms, entire West Midway</b>	<b>1,253</b>	<b>100%</b>

**Note:** Not all firms in the West Midway fall into the nine selected Twin Cities industry clusters. Firms may fall into multiple industry clusters. The total number of firms in the nine clusters (524) is less than the total number of firms for the entire West Midway Area (1,253).

The Analytical Instruments industry cluster is not mapped because it had only one firm in the West Midway, and this firm also fell within the Medical Devices industry cluster.

### Key summary points:

- **Business Services** (e.g. accountants, ad agencies, employment placement agencies, engineering firms, janitors, lawyers, materials recovery facilities, temp help, etc.) and **Distribution Services** (e.g. wholesalers) lead the West Midway both in terms of employment and number of firms
- **Production Technology** (e.g., machinery manufacturing) and **Metal Manufacturing** are grouped on a single map (given their related manufacturing emphasis)
- **Financial Services** (e.g., commercial banks, insurance agents) has a higher number of firms but fewer employees in the West Midway
- **Information Technology** (e.g., computer programming, data processing) and **Medical Devices** are on another single map (given their related technology emphasis)
- The West Midway is somewhat strong in the **Publishing & Printing** industry cluster, which parallels the Twin Cities metro's strength in this cluster
- While the Twin Cities metro is very strong in Medical Devices and Analytical Instruments, these clusters are **not** significant employers in the West Midway

## West Midway Study Area - Jobs by Industry Type

Data from "On the Map" tool of the Census Bureau: <http://lehdmap4.did.census.gov/themap4/>

### Total All Jobs

2008		
	Count	Share
Total All Jobs	22,654	100.0%

### Jobs by Worker Age

2008		
	Count	Share
Age 29 or younger	5,674	25.0%
Age 30 to 54	13,042	57.6%
Age 55 or older	3,938	17.4%

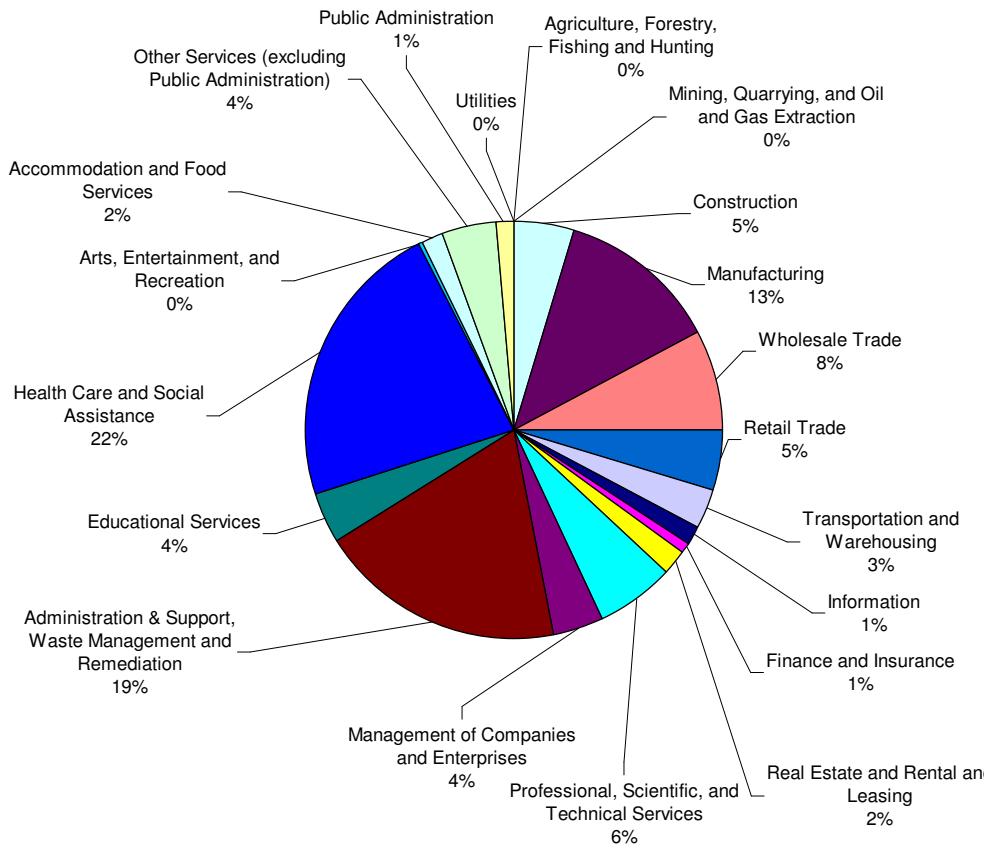
### Jobs by Earnings Paid

2008		
	Count	Share
\$1,250 per month or less	5,634	24.9%
\$1,251 to \$3,333 per month	8,565	37.8%
More than \$3,333 per month	8,455	37.3%

### Jobs by Industry Type (2-digit NAICS)

2008		
	Count	Share
Agriculture, Forestry, Fishing and Hunting	3	0.0%
Mining, Quarrying, and Oil and Gas Extraction	1	0.0%
Utilities	2	0.0%
Construction	1,082	4.8%
Manufacturing	2,837	12.5%
Wholesale Trade	1,734	7.7%
Retail Trade	1,087	4.8%
Transportation and Warehousing	693	3.1%
Information	272	1.2%
Finance and Insurance	200	0.9%
Real Estate and Rental and Leasing	453	2.0%
Professional, Scientific, and Technical Services	1,401	6.2%
Management of Companies and Enterprises	849	3.7%
Administration & Support, Waste Management and Remediation	4,356	19.2%
Educational Services	866	3.8%
Health Care and Social Assistance	5,093	22.5%
Arts, Entertainment, and Recreation	60	0.3%
Accommodation and Food Services	387	1.7%
Other Services (excluding Public Administration)	981	4.3%
Public Administration	297	1.3%

## West Midway Jobs by NAICS Industry Type, 2008



Quarterly Workforce Indicators (QWI) in OnTheMap are considered to be experimental. For the latest and most accurate QWI statistics, use the QWI Online application at <http://lehd.did.census.gov>.

Job counts and average earnings measures that are subject to item suppression at the block-level do not contribute to estimates for the selected area in this report. To the extent that the selected area in the QWI Report is affected by item suppression, job counts in the QWI Report will be lower than the corresponding job counts in the SHED Report. QWI data for 2007 and 2008 are not yet available.

### Data Sources

US Census Bureau, LED OnTheMap Origin-Destination Database  
(Beginning of Quarter Employment, 2nd Quarter 2008, 2007, 2006, 2005, 2004, 2003, and 2002)

### Report Settings

Year(s):	2008
Job Type:	All Jobs
Labor Market Segment:	All Workers
Selection Tool:	Polygon (Freehand)
Map Precision:	Blocks
Selected Block Count:	155
Query ID:	12762021633915586

On the Map Workforce Report, W Midway Study Area.xls

## APPENDIX F: SAINT PAUL PORT AUTHORITY DEVELOPMENT CRITERIA

### ELIGIBILITY CRITERIA FOR PORT AUTHORITY BUSINESS CUSTOMERS TO DEVELOP FACILITIES IN PORT'S BUSINESS CENTERS

#### Criteria Used to Maximize Jobs and Career Opportunities For Saint Paul's Working Families

1. **Real Estate & Financing Principles:** Used by the Port Authority to determine Brownfield sites appropriate for acquisition and other environmental and land preparation, for ultimate sale to private sector businesses.
  - No Port Authority competition with private sector acquisition and development.
  - Availability of Port Authority financial resources.
  - Proximity to freeways and major arterial streets.
  - Marketable location that feels safe, inviting to customers and vendors, and likely to have stability of land use type.
  - Reasonable site costs.
  - Provision of developable site to business customer with no liability regarding formerly contaminated site.
  - Convenient/accessible to employees and visitors. Proximity to public transportation.
  - Good investment. Likely property value appreciation.
  - Well-trained workforce.

2. The Port Authority's customer base is comprised of companies that have grown past their start-up phase and have at least three years of profitable operations.
3. Minimum \$75 per square foot construction value for manufacturing facility.
4. Building to land coverage ratio of at least 35%.
5. At least one job per 1,000 square feet of building space.
6. Minimum wage rates of \$11.00 per hour plus benefits for entry-level production positions.
7. Execution of legally binding 10-year Workforce Agreement and Port Authority monitoring for compliance on job counts (with financial penalties for noncompliance).
8. Commitment to employ Saint Paul residents in at least 70 percent of new hire positions.
9. Commitment to abide by the Port Authority's Protective Covenants for building and site design.
10. Commitment to the Port Authority's Green Design Investment review process to evaluate energy-efficient building designs and sustainable site features (e.g. best stormwater management practices, water efficiency, native plantings) and share utility data to track building energy and carbon performance.