

APPENDIX A: FACTORS INFLUENCING REUSE

Interviews and background readings provided the team with specific issues, or factors, which will help to guide the reuse of the 3M Main Plant campus. These bullet points were distilled into narrative form for the report. Due to the size of the site and diverse possibilities for reuse, factors were organized based on their relevance to the whole site or neighborhood or by accepted standard land use categories and building characteristics. The factors were organized into the following 11 categories: neighborhood, site, building, commercial/retail/office use, light industrial/manufacturer/warehouse use, institutional use, residential use, economic, political, historic preservation, and miscellaneous.

Factors Influencing Reuse of the 3M East Side Site – Revised 07/13/09

Building Factors

- Building 21 has class.
- It can be a sustainable demonstration project.
- Not heating the buildings may be okay. Minneapolis has allowed motion detectors and TV monitoring in lieu of fire sprinklers.
- Covered parking an A+ amenity.
- Tunnels an A+ amenity.
- Lots of windows an A+ amenity.
- Don't take top 3 floors of Building 42 until needed.
- Buildings 20 and 14 could be housing.
- Could parking/stacking elevators be used here?
- Buildings 21 and 42 could be Metro State classrooms and offices.
- All buildings have potential.
- Curb appeal not an issue for manufacturing or light industrial reuse.
- Demolish the bank to create an entry plaza.
- Interior parking is intriguing.
- Can't imagine teardown being economical except Parcel 5.
- Extensive updates need.
- Central heating and cooling plant is OK for office and common users. Light industrial wants to control their own facilities.
- At Building 24, can floors be removed?
- There's no reason 1 can't be saved.
- Building 21 more of a problem hidden in middle of site.
- Yes take off top of Building 42.
- Only tear down if and when needed.
- Keep the buildings. Be opportunist.
- Parking structures pay higher taxes than open lots.
- Building 24 too long and skinny for big box.
- Put parking in Buildings 14 and 20 so there is no need to demo other buildings.
- Should reuse buildings for a green use.
- Building 24 is super flexible.

Commercial / Retail / Office Factors

- Natural light a high priority.
- Could hurt downtown market.
- State likes "Class B" space.
- Can imagine as office/research.
- Corporate headquarters.
- Call Center
- Does not mixed use work in short term without big box?
- Big box could spur development (Target, Wal-Mart, Sam's)
- Creative retailers (REI, Urban Outfitters)
- Hotel will not work here. What would bring people in?
- State Farm building is vacant in Woodbury.
- Indoor car dealer(s) like BMW in Bloomington?
- Minnesota Wild practice facility?
- Recreation center: Putt-putt / go carts / rec. facility / indoor golf / batting, etc.
- Office more difficult.
- St. Paul losing confidence in office market.
- Uses out there now few and far between.
- Building Characteristics (#14, 20, 24)
 - 150' too deep (w/ light wells - possible)
 - 100' deep – OK
 - 85' – 100' ideal

Factors Influencing Reuse of the 3M East Side Site – Revised 07/13/09

- 110' workable
- >110' unworkable (with light wells – possible)
- Office is more difficult surrounded by light industry.
- Access to airport should be good.
- For offices, 36,000 SF per floor is OK; 40,000 to 50,000 SF floor is better.
- Possible Large Big Box Retail use
 - 2-story store adds \$1 million.
 - Typical store: 10 acres / 500 ± cars / 135,000 SF
 - Superstore: 13 acres / 700 ± cars / 185,000 SF
 - Building 24 too long and skinny.
 - Stores have 14' dropped ceilings typical. Could live with exposed industrial feel in some areas.
 - Storage and loading on 2 floors difficult.
 - It's all driven by sales. Each site must stand alone economically, including unique stores.
 - They prefer to own their stores. If leasing, want 80- to 100 year leases.
 - If Building 24 was gone, they would shape and flatten the site to fit their prototype.
 - Regional real estate manager could review Parcel 3 for unique store Parcel 3. Parking to the south and under a store on stilts to the north of and tied to #24
 - Will the City make it easier or harder for large retail (big box)?
 - Need to know strings/package and hooks – interested in 3M site (Parcel 2)
 - Prefers single level and parking in front of building.
 - Prefers property tax incentives.
 - Unique store designs need neighborhood density to support.
 - Support families – moms/kids.
 - Incompatible with unsavory surrounding uses or lots of light industrial nearby.
 - Neighborhood needs to be perceived as a safe place
 - Interested in growth of Metro State and with 7th.
- This site provides an extraordinary opportunity on the East Side's "Main Street" (E. 7th) to do a mixed use development that follows the new green economy.
- One floor business parks are in strongest demand.
- Weak market for most uses.
- Big box not likely in current market.
- A large user like Coloplast can make the market
- Don't plan around a miracle user.
- Low cost office could work at this location
- Buildings of this age are not good for reuse.
- Developer believes bare land and new jobs are better than vacant buildings
- Even with all buildings demolished it will take a while to develop (5-7 years.)
- Potential for retail on corners (like an Aldi or CVS)
- 3M headquarters Buildings 21 and 42 are challenging for reuse
- Ghost town if buildings stay.
- Clear site = new image.
- If sites are cleared, new development should be phased – hold back land for some retail
- Not a good housing site.
- Buildings 14 and 20 work for reuse but are not attractive
- Industrial look of building needs pizzazz for new development if reused.
- Williams Hill is a good model but more density is needed
- City and suburban uses differ in perception of neighborhood.
- This neighborhood attracts more male workforce.
- Office needs to be trendy, cool and hip (Warehouse Dist. Mpls.)
- Market the image of the site.
- The redevelopment of this large tract of land will have impact on neighborhood.
- 10 acre sites are good but zoning should be appropriate to redevelopment
- Office warehouse needs to be in same building – employees can't be separated
- New buildings can symbolize rebirth for neighborhood.
- Building 24 could work with skylights as multi-tenant office warehouse, but this is the best site for reuse, so don't hurt it by keeping building.

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- Circulation – street grid depends on site. Building box doesn't need the grid, small retail needs grid.
- Building 99 as is with pollution below grade is still worth considering by some developers.

Economic Factors

- \$1 sale a great opportunity. Also abate taxes for 2 years.
- There must be a short-term and long-term plan. Long-term could be 5-10 years or 10-15 years. The short-term plan could be very different from long-term.
- Wait out the bad economy.
- What about union pension funds as building owners? Create living / job opportunities.
- Issue a National / International RFP. It must have a solid vision for site.
- In bad times, State services grows.
- Downtown State agencies hard to hire staff due to parking costs.
- Consider a site swap with a St. Paul user (medical, institutional).
- A buy and hold developer is possibly better for the site.
- Tax credits would help, but not a big deal for a large company.
- Empty buildings better than empty land. (Recycling market down = low salvage credits)
- Challenge of a big user is that everyone wants them.
- New market and historical tax credits a plus.
- Best if developed and leased by master developer.
- Challenges are St. Paul vacancies and lease rates.
- Cost is huge motivation to reuse buildings. Existing buildings are generally cheaper to develop/use.
- SPPA own and lease then sell when LRT comes?
- Will there be an Urban Job Z program that could help at the site?
- Financial package / incentives are key.
- Skip the \$18M to demolish, but spend \$5M to improve.
- Small users can fill it slowly, but it will take a long time. Consider on a case by case basis.
- Market is weak.
- We are in a depression / would not do much now.
- Bad to have 1 big user with supporting companies. If big one fails, others will fail. Many tenants spread risk.
- Time not right for this project.
- Wall Street lending is gone.
- Construction pricing is down 20%.
- Land values are down 20% - 70%.
- Current situation is "How do you finance it?"
- Developers want a user in place or a good plan.
- SPPA plan is to go after the lowest fruit – it will work, but it is not the best use for this site.
- A typical development is template: Build & Sell. A historic development template: Build & Hold
- Some big projects can work at 70% occupancy.
- The site's carrying costs appear low. No need to rush or demolish.
- There should be several different development angles to speed up process.
- Implement a few different strategies on site.
- Can't go "elephant hunting", need to find smaller business who work on smaller sites.
- An expensive / expansive vision is what is needed.
- Someone needs to dedicate many years to this. Can't be done fast.
- It should be a consolidated effort by SPPA / City / County / State.
- Consider uses for 3.5 to 7 years with long-term uses 7 – 15 years.
- Treat like 5 to 7 year project.
- Issue of pollution on parcel 5 not allowing financing not necessarily valid.
- 10% older building credit is OK. 20% historic credit sometimes worth it.
- It's about money not buildings.
- Midtown Exchange: contractor made their money as contractor / not developer.
- Rental rates different in existing vs. new buildings.
- Companies generally lease distribution centers but own manufacturing sites.

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- Minnesota has limitations for incentives. Long-term costs rule.
- Property tax relief is best for users.
- Historic tax credits are best for developers.
- Site needs a master developer.
- Site needs to provide a mix of jobs with different income levels.
- At a minimum, need to mothball buildings until the right opportunity comes along.
- Need a sign that things are moving in the right direction.
- Better to keep buildings – worse to demo the buildings and have weeds, especially Parcel 3 which fits the fabric of the neighborhood.
- Need a short term plan. Better than mothballing. This is good while trying to develop a great plan.
- Storage is a short term use that works as long as there is a long term plan for a cohesive development.
- Jobs here need to encourage a greater income mix in the neighborhood.
- Charter school or tech center?
- All buildings were on a district energy system.
- Large retail pays a living wage but won't sign SPPA agreement (private financial information)

Institutional Factors

- All State agencies in leased buildings want to own buildings.
- State currently leases 600,000 SF in downtown St. Paul.
- State agencies considering new space are DNR, Public Safety, Corrections, DEED, Human Services, Education.
- Could MnDOT move here to free-up Transportation Building on Capitol Mall for legislative offices?
- The State has 2 million SF of office space in the Capitol area.
- The State Dept. of Education is currently in Roseville.
- Could the State's K-12 and Higher Education Departments be together?
- The Armory near the Capitol could go here. It's site on the Mall is too valuable.
- State offices = green.
- Metro State averaging 8% growth per year. It could be 20,000 students by 2020.
- Metro State needs more capacity throughout the day.
- Metro State shares the MCTC site in downtown Mpls.
- MNSCU wants master plan update every 5 years.
- Metro State leases most of its space.
- Metro State looking at sites on south Hiawatha LRT line.
- Could use office and classrooms for nursing science.
- The 3M office buildings (21 and 42) possibly the best for reuse by Metro State.
- More campus amenities are desired. Classes are younger.
- At Metro State, parking is an issue. Can use MNSCU bonds for structure parking.
- Online learning is growing but won't replace on-site classes.
- Technical college programs may work well on this site. (episodic vs. on-going)
- Move St. Paul Technical College here to free-up its site?
- Would 3M underwrite a tech school here?
- A large institution moving into the neighborhood makes a social statement.
- SPPA is aggressive and creative in finding institutional users.
- Charter School?
- Faith-based development for large congregations – church, school, retirement home, etc.
- Arts school is looking for 50,000 SF in St. Paul for performance, rehearsal, office, library, and instrument storage.
- Could it team with the other arts facilities (youth opera, dance, etc.)
- Health care will locate in any neighborhood.
- It could be a critical care centralized reading / monitoring center.
- It could be a regional medical campus facility of some kind with multiple organizations. (Consortium of Fairview, Allina, HealthEast, U of M, Mayo, Elk Run, etc.) A model for healthcare. Think BIG!
- U of M Bio Research area is running out of room.

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- Some kind of center for electronic medical records.
- Medical campus would be a strong use.
- Medical or educational campus would be best for this site.
- Could be non-profit space – one or more organizations office and collection storage -- and make Building 1 a museum.
- Too many medical facilities already.
- Metro State should be here.
- Move College of Visual Arts sites to a single campus, along with Minnesota Museum of American Arts and others who need space and create synergy.
- Medical campus with manufacturing care and living facilities would be great here.
- Could be a good site for a Metro Transit bus barn.
- Arts Higher Ed looking for space now – 500 students going to 700 + 20% growth.
 - Looking for space now. They like their location, but there is no life after 5. They want dorms or housing within 4-5 blocks of campus to allow students to attend evening events.
 - Hard to leave location.
 - Colleges can revitalize neighborhoods
 - Wants more of a “campus” feel community.
 - Wants space to grow. Could share facilities (arts and media education).
 - K-12 and post grad arts education are compatible.
 - Currently 65ksf classrooms. Needs 30ksf for expense. 100ksf total
 - Concerned about neighborhood but sees potential for “funky” place.
 - 300 unit to 400 unit dormitory needed with on site practice space.
 - Similar Campuses – Belmont TN, Columbia Chicago
 - Twin Cities can support joint arts/media/music education – singular space like Berkeley in Boston.
- MnSCU is growing and needs to accommodate needs in Metro.
 - MnSCU has no metro area growth plan – a document is 2 years out.
 - Each metro state location works out shared facilities independent of metro MnSCU – AD-HOC.
 - MnSCU has not reviewed 3M site and is not sure if it works for their needs.
 - Facilities are located where students prefer them to be (immigrants especially)
 - MnSCU concentrates development on enhancing existing campuses.
 - MnSCU leases space for mini-new-test campus (new programs). If it works they look into a permanent site.
 - MnSCU campuses are entrepreneurial and protect areas for expansion
 - Metro State is primarily Adult learning and is just switching to younger students. It is also transitioning to more 4 year degrees.
 - Metro State could use housing for students close to campus.
 - MnSCU campuses create satellite campuses anywhere in the state.
 - Mankato State in Edina – SCSU in Maple Grove.
 - Campus market areas overlap – no determined area.
 - Any neighborhood could solicit programs from MnSCU to create a new campus– Apple Valley, Fairmont, Owatonna.
 - MnSCU is always interested in partnerships with other educational organizations (McNally Smith)
 - MnSCU is currently located in downtown St. Paul and is not growing.
 - Moving to St. Paul Tech from cathedral site is a possibility.
 - MnSCU finds 3M intriguing.

Light Industrial / Manufacturer / Warehouse Factors

- No major manufacturing in Minnesota anymore. Will go to South Dakota. But MN can compete as a better place to live to overcome that.
- Small footprint buildings are good for new manufacturing processes.
- Site presents lots of options.
- R&D can exist separate from manufacturing.
- Good site for incubation and start-up companies. Take advantage of local brain power.
- Thin film solar manufacturing?
- New technology batteries R & D?

Factors Influencing Reuse of the 3M East Side Site – Revised 07/13/09

- Green tech center?
- Could host medical/biotech. Would need to accommodate clean-room needs.
- People are looking. The challenge is it's cheaper off-shore.
- Start-ups or mid-stage companies would likely work here.
- Some companies will invest in knowledge workers who don't want to or won't move.
- Some companies are selling existing facilities to gain cash for expansion. This site could be a good lease site for them.
- Long-term, the typical SPPA 20/80 formula is the recipe for this site.
- A challenge to this site is the availability of West Side Flats sites.
- Short-term use: Repossessed boat storage, autos, mini-storage, office data storage, etc.
- Possible disaster recovery center.
- Data/record storage pays better.
- St. Paul Fire Department Training Center, or consolidated with other Twin Cities departments?
- Manufacturing at site is too hard; too much competition.
- Central healthcare food service or equipment facility?
- There are no major industrial buildings currently under construction in metro. There could be a future pent-up demand.
- Not much manufacturing in Twin Cities anymore, so it would be warehousing.
- Difficult to get users to function on 2 floors.
- 18' ceilings are difficult / users like 24'.
- Cookie cutter 80/20 split on this site would be stupid.
- Housing around the manufacturing bothers him. Anyone locating here has to be a good neighbor.
- Distribution Center needs: 50'x50' bay spacing and 24' to 32' clear height; 750,000 to 1,500,000 SF
- Lower than 24' high clear is good for manufacturing; i.e. lower utility costs.
- Distribution is all about distance – would only work at 3M for regional distribution, not national. It's a better site for manufacturing.
- Manufacturing: International multi-story is common. Take advantage of gravity.
- Manufacturing, warehousing, distribution is all logistics driven.
- MNDOT
 - Has 200 buildings in metro area.
 - Truck station on 35E – access to freeway – built 1980s.
 - Currently not looking for buildings.
 - MNDOT is getting money for projects but not for the staff needed to support them.
 - Don't see growth in truck stations. They are concentrating on rebuilding exist – facilities.
 - When MNDOT sells a site, the city it's in has right of first refusal.
 - Could the Central Operations facility at Fort Snelling move to 3M? Yes, it's not highly location driven. It is a 7AM to 4PM facility.
 - MNDOT also provides facilities to support State Troopers.
 - MNDOT sites are driven by location, politics, and tax base.
 - All MNDOT trucks are stored inside.
 - They are not the greatest neighbors.
 - Their sign shop is in Oakdale.
 - Mechanics Repair Facilities are in Oakdale and Golden Valley. (East and west metro) They also have office functions.
 - MNDOT Office Facility at the Capitol has 1,000 workers. (356,000 SF) The State Dept. of Administration owns and MNDOT leases.
 - MNDOT Waters Edge facility in Roseville across from Rosedale: 500 workers. MNDOT owns the building. It's the District HQ and Traffic Management Center.
- District Energy is doing cutting edge technology in St. Paul and should have a larger involvement in the redevelopment of the site.
 - They are now looking at sites in the North Midway to get green industries.
- Could be a good site for a Metro Transit bus barn.
- Bio business Alliance of MN – focuses on startups and incubators.
 - Potential to discuss an Elk Run bio business park (Rochester) type development.
 - 213 medical device manufacturers in MN
 - 264 bio science assets in St Paul

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- 5 - 7 years ago MN decided to be bio med focused
- MN develops technology but other state implement (manufacturing)
- WI has tax credits that support biomed more than MN.
- Better to tear down and get jobs than have vacant buildings (interviewee familiar with the neighborhood)
- Metro area is transitioning in terms of bio business and leadership role is needed because they will have the biggest pieces of the pie.
- Labs for hire at Hwy 280 not financially successful
- Old BCA site is bio incubator now (Menlo Park).
- Bio incubator niche may be saturated in metro, but with sub focus there is potential (nano-technology)
- Incubator business vs accelerator business – MN = incubator, WI + NC = accelerator.
- Continuum of Care model for medical research may work – Febri, Japan – critical trials at the senior care center to study prevention of acute, chronic diseases.
- Continuum of Care = Triangle Park in NC – dedicated to certain disease.
- 3M leaving is not a good sign for this location.
- Push the clean and green theme
- Global RFP yes
- District Energy a good idea – Swedish model or combustible bio gas – algae.
- MN is too small a state to not be unified in attracting bio business.
- Metro Area is not as hungry as other states and cities (less \$ support)
 - (California 3 billion stem cell – Ohio 1.3 billion 3rd frontier) Ireland went from 19% unemployment to 4% by taking risks.
- Minneapolis and St. Paul lack vision and would not be a good location for his clients, out of state better. (Twin Cities projects have delays and added cost because of city process
- Medical device industry in metro is north and west of TC and Rochester but not east and south.
- Animal health is southwest MN
- Food industry is everywhere but headquarters are located in the metro.
- Wind industry is in SW MN
- Outstate MN is better at supporting development (more organized, know resources, jobZ) There are many competing interests in the metro area.

Miscellaneous Factors

- One real estate agent could suggest clients looking to move to St. Paul
- Good example – Coloplast – International company was looking for good site with good work force – that overcame distressed neighborhood
- Good NAIOP University challenge project for next year.
- Need to use great knowledge of Twin Cities employment base to our advantage.
- SPPA gets smaller users to smaller sites.
- Minneapolis has a great programs for developing jobs skills / Ramsey County & St. Paul less so.
- Firms grow with the Twin Cities because a) they are from here or b) they like the quality of life.
- Minnesota has 2% of the population and is too far from the rest of the country.

Neighborhood Factors

- It's a "suburban" part of St. Paul developed in the 1950s and '60s.
- Phalen Boulevard has almost 50% more traffic than projected; 14,000 cars per day versus 10,000.
- Phalen Boulevard provides stability to the housing market.
- There's a concern that prospective home buyers will be turned off by vacant buildings.
- The area is gritty / challenged / marginal.
- It's a dynamite location within city.
- The BCA HQ has been successful.
- Many students at Metro State are new immigrants.
- Amenities are needed (services and food) versus downtown.

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- Need to sell the location to employees.
- Development parcels must be logical.
- Minneapolis schools want to move to a distressed neighborhood. Could St. Paul do the same?
- Urban redevelopment is more sustainable.
- Retaining the buildings or demolishing them, either could hurt the neighborhood.
- People are not generally familiar with the East Side.
- The issue is what's good for the neighborhood and city, not just the site. The Kmart on Nicollet Avenue in Mpls is a prime example of a major mistake.
- This area is similar to the Midway east of 280.
- This is a part of town people move from.
- The gritty image can be overcome.
- This site provides an extraordinary opportunity on the East side's "Main Street" (E. 7th).
- East Siders have very low expectations.

Political Factors

- PED/SPPA communication on developing the site seems to be lacking.
- It's good that there is a public agency in control.
- It's a NEIGHBORHOOD redevelopment, not just the site.
- Political power is on western side of St. Paul.
- The District Council system favors the western side of the city.
- There's been too much deference to 3M.
- 3M doesn't give a damn about their memory at the site.
- Don't make hasty decisions.
- Business on this site makes a social statement.
- The City is focused on maintaining housing stock.
- Development in St. Paul is more government than private driven.
- The Ford site may attract more attention.
- Not enough strong people to carry this site.
- There were strong neighborhood boosters that supported the Midtown Exchange and Wells Fargo projects in Mpls.
- SPPA is not perceived as competition to developers. It helps with city processes.
- SPPA sometimes is the competition to developers.
- To attract something that is high class will need support and collaboration of city, county, state and university.
- Tie in with Governor Pawlenty's Job Z Programs?
- Extremely frustrated with the SPPA process. At every stage they bring in someone to say "Do light industry and not historic preservation if it slows us down."
- Real estate guy who spoke at an Advisory Committee meeting was unaware that there was an historic district.
- Concerned that the SPPA board members (5 who are non-elected) will make the decision.
- Need to expand group of people looking at site.
- Highest foreclosure rate in Twin Cities is on the East side, so there is a need to create jobs AND increase homeownership.
- Not saying we don't want entry level jobs.
- If you only talk to people who employ hardest to employ, that is what you will get, thus you need to talk with a wide array of people.
- Need to provide a mix of jobs with different income levels.

Preservation Factors

- Don't be hasty with decisions to demo.
- Most if not all buildings are reusable.
- It's green design if you keep the buildings.
- The definition/boundaries of the historic site/district can present problems.

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- The concept of an historic district without pretty buildings is hard for some to understand or appreciate.
- It's not a glamorous site.
- Only Buildings #1 and #21 could probably stand alone.
- Flexible reuse possibilities.
- Supportive of historic preservation.
- Preservation has been the saving grace of the Dayton's Bluff neighborhood
- Need to learn a lesson from historic preservation – it has saved the neighborhood and brought people in.

Residential Factors

- Site has Senior – Section 8 / HUD housing potential. A market study for senior housing potential would cost about \$5,000.
- Could also be market rate housing in the 200-300 units of rental.
- Parcel 6 is a good housing site.
- Continuum of Care Residential Communities charge a \$150,000 to \$350,000 entry fee. There are 5 in the state. This site is the wrong demographics.
- Can't imagine as housing
- There is no good residential in this area on major streets. It was all built a block or two off. Not a good strategy.
- Don't spend more than \$200/SF (2009 dollars) on developing housing.
- Student housing with a partner is a good concept.
- Don't rule out senior campus.
- Live where you're being treated for a chronic illness as part of a medically related campus.
- If housing can be done here it creates a bigger universe.
- Use for low income housing. Move Dorothy Day Center here.
- Not a good hotel site due to traffic, amenities, and neighborhood.
- A hotel would follow development.
- Good for workforce tax credit housing (very competitive). 60 units about max at 1,400 SF/unit average.
- Good housing site / large investors want 250-300 units.
- Rental is strong – 200 units in this economy not a stretch.
- Artist housing leads to high residential prices.
- Residential development would need to be done one building at a time.
- Exterior image for student housing not as important.
- Workforce housing is good transition to neighborhood housing.
- Medical campus with manufacturing, care and living facilities would be great here.
- Privately owned student housing may work here.
- Develop everything privately, e.g. if non-profit, they lease space.
- More likely HUD 202 housing, not high-end elderly housing.

Site Factors

- Site needs amenities.
- Empty buildings = bad impression
- Vacant SPPA land is okay (no buildings).
- 3M is gateway for neighborhood.
- Great views up high.
- District energy could be a plus.
- There's nothing to walk to.
- Concern for long term impact if it sits empty.
- This scale site needs a Midtown Exchange "lightning strike."

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- It should be cleaned up to a uniform standard.
- Deed restrictions are OK.
- Create a zone of sustainable development.
- There are ways to get around parking.
- It's a great site, and urban infill site.
- Most state employees drive to work.
- Tunnels are good.
- Similar to Midtown Exchange.
- Utilities have great capacity, need compartmentalization.
- Feels like a buried site.
- Create parcels. Keep 21 and 42 intact as office.
- Private streets a plus.
- Have flexibility in the master plan for first big user.
- Give first big user what they want and add around them.
- Site could support a couple big users.
- Downtown St. Paul has office vacancy in upper 20%.
- Access to site is not easy.
- Transit to site important. LRT would be a game changer.
- Chances for 1, 2 or 3 users is difficult. Would likely need multiple smaller users.
- It's an almost forgettable drive by site.
- First impression is a scrape Parcel 5.
- This site's location is good. There are others in the Twin Cities that are better that are vacant.
- Could be a mixed use bio-research / training / health care / residential.
- Rail is good / huge. This may need outdoor storage for transloading.
- At Parcel 4, one-third is not usable because of shape.
- Make a good plan and be flexible to change it.
- Site competition: United Defense site in Fridley – 2 million SF and 150 acres.
- This would make a good company or institutional campus. Consider banking the land for that.
- If he was SPPA, do Parcel 5 first.
- It's a desirable site; not a lot of 40-50 acre sites available.
- Parcel 5 is an ocean away from the rest of the site. Phalen Blvd could just as easily be the Mississippi River or a flaming trench of oil.
- It's about fixing the site, not providing a product.
- Need an anchor.
- There's a reuse to anything.
- 20 acre site in middle (#2 and #3) would support 500k SF – light industrial. The site is small even if demolished – would still go to Hudson, WI due to cheaper land.
- It's an attractive site
- This site provides an extraordinary opportunity on the East Side's "Main Street" (E. 7th) to do a mixed use development that follows the new green economy.
- Need to expand group of people looking at site. Need to hold a symposium for redevelopment of 3M in the new economy.
- Should do a national RFP for this site.
- This site has good freeway access; soon good transit and a major university nearby.
- Large retail needs good access off of Phalen Blvd.
- Transportation – Metro Transit
 - Reference 2030 policy plan – add link to reuse report. PP 125-126 in 2030 plan.
 - Metro – East 7th Arterial BRT route – Link Maplewood Mall to west 7th BRT to MOA + MOA BRT to Eden Prairie Center
 - BRT would follow East 7th to Arcade then up Arcade to Maryland or Phalen.
 - BRT Stops Every ½ mile with enhanced facilities including a transit center at Minnehaha and Arcade
 - MOA busiest transit center in metro
 - BRT would have preemption for traffic signals to stay on time
 - BRT would have electronic schedule updates at stops.

Factors Influencing Reuse of the 3M East Side Site – Revised 07/13/09

- The Arcade stop would be an enhanced shelter – like Uptown Transit Station
 - BRT would have unique bus design
 - Current routes in the 3M neighborhood area are some of the highest demand in metro.
 - Of 9 corridors planned by 2030 this one is top priority by for St. Paul and will be in place within 5 years. 2011-2015
 - Shelters can be enhanced by city
 - BRT has shelters at every stop.
 - Information enhanced bus stops are coming to all of metro soon
 - 3M reuse would influence timing of BRT
 - Intensification of land use will help BRT
 - This BRT will not required added right-of-way from 3M site or other streets
- Ramsey County Regional Rail rush line corridor
 - BRT or commuter rail to Hinckley was studied in 2001
 - Study concluded that BRT to Forest Lake on 35E or LRT in the corridor (Bruce Vento or Phalen Corridor) to White Bear Lake is best option
 - BRT on 35 would not spur development
 - LRT is expected to spur development
 - The study group is currently meeting in 2009 to find preferred alternative (2 schemes)
 - LRT = 2020 after central and sw corridor
 - LRT = 9000 riders/day – 6000 for BRT
 - LRT 2x cost of BRT – but more development is expected with LRT
 - If LRT would be built, Ramsey Cnty would like more office use in corridor – more than the typical 80/20 SPPA ratio - more office than light industrial
 - Redevelopment of 3M would provide a great employment center to generate work trips and support the LRT model with all day service
 - LRT route would travel to depot with trains continuing on the Central Corridor to Mpls. – it would follow the Vento Trail or active rail on Phalen Blvd.
 - Service would compete a bit with Metro Transit BRT but also complement BRT because LRT draws from much larger area.
 - LRT would stop at Metro State and Arcade / Phalen Blvd.