# ACTION ON ARCADE

Building An Environment For Re-Investment Through Physical, Social And Economic Action

**Summary Analysis Report**


Prepared by
Planning Students at the Humphrey Institute and
Landscape Architect Graduate Students at the University of MN

**COPC Acknowledgement/Disclaimer:**

The East Side Community Outreach Partnership Center (COPC) supports the work of the author of this report, but has not reviewed it for publication. The content is solely the responsibility of the author and is not necessarily endorsed by the East Side COPC. East Side COPC is coordinated by the Center for Urban and Regional Affairs at the University of Minnesota in partnership with Macalester College, Metropolitan State University, East Side Neighborhood Development Company, Dayton's Bluff Neighborhood Housing Services, Phalen Corridor Initiative, District 4 Community Council, District 5 Community Council, East Side Work Resource HUB, American Indian Policy and Research Institute, American Indian Family Center, The Urban Coalition, Minnesota Campus Compact, Twin Cities Local Initiatives Support Corporation, and Upper Swede Hollow Neighborhood Association.

The work that provided the basis for this publication was supported by funding awarded by the U.S. Department of Housing and Urban Development. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the view of the Government.

East Side Community Outreach Partnership Center
Administrative Office
330 Hubert H. Humphrey Center
301 - 19th Avenue South
Minneapolis, MN 55455
phone: 612/625-1020
e-mail: npcr@freenet.msp.mn.us
website: http://www.npcr.org

## Table of Contents

# SUMMARY ANALYSIS REPORT
# MARKET ANALYSIS COMMITTEE

## SUMMARY

The market analysis completed a variety of research and analysis to determine the retail market opportunities available on Arcade Street. Major tasks included: developing an inventory of land uses along Arcade St., determining the existing "business mix," identifying the street's primary and secondary trade areas and characterizing those populations, identifying transportation issues, and identifying major strengths, weaknesses, opportunities and threats that affect the viability of Arcade.

Four major strategic issues were identified. In no particular order, they are listed below. Appendices are included at the end of this document as supporting analysis and information.

**Strategic Issue I.** Arcade Street's primary trade area consists of a population that is both changing and possesses unique characteristics. Opportunities exist particularly as related to the area's changing demographics, immobility of some residents, and presence of various income levels, as well as the changing market demands that will result from the presence of Phalen Corridor Initiative (PCI) employees. Development efforts on Arcade Street should recognize these changes and characteristics as crucial pieces to the development a corridor that reflects the needs of the area's primary market.

**Goal:** Meet the retail and service needs of the primary market.

**Objective:** Increase the number of ethnically owned and/or oriented businesses on Arcade St. within the next year.

**Strategy:**

1. ESNDC, in partnership with WIND, and other neighborhood development organizations, should increase and/or improve programming efforts directed at ethnic and minority businesses and business owners. Such efforts could include:
   - Micro-entrepreneurship training – continue to focus on training availability; monitor and strengthen the Hmong courses; consider addition of Spanish class;
   - Loan programs – partner loan opportunities with entreprenuership training; promote loans to minorities through minority organizations, publicity in ethnic languages;
   - Technical assistance – focus on assistance to existing businesses so as to increase business capacity and potential, and to increase visibility of these businesses within the business community and general neighborhood;
   - Outreach – work with area minority organizations to assess the need for other programs and/or additional staff to serve these communities.

2. Recruit specific businesses and/or types of businesses that the area may be able to support, such as Hmong/Asian restaurants, Asian grocery. Recruit individuals interested in establishing such businesses or explore expansion for existing businesses located in Frogtown, West St. Paul, and South Minneapolis.

**Objective:** Attract and maintain low-cost, value-oriented, multi-modal accessible goods and services.

**Strategy:**

1. ESNDC should increase recruitment efforts, particularly with franchise businesses that are increasing locations in urban areas. Recruitment strategies should utilize the Arcade's competitive advantages such as area purchasing power, high traffic counts and future PCI development.

**Objective:** Capture future spending of the business/professional employees specifically with regard to the new PCI employees.

**Strategy:**

1. Develop more knowledge of potential patterns of PCI employees, particularly as related to recruitment of businesses that will maximize on a lunch crowd. Businesses to explore may include Denny's, Embers, drive-through pharmacies, etc.

**Strategic Issue II.** The substantial purchasing power that is largely "leaking" out of the Arcade St. corridor and area suggests that Arcade St. is an underutilized commercial district. Development efforts should aim to end this "leakage."

**Goal:** Capture a larger share of primary market expenditures.

**Objective:** Improve existing business' products and services to develop a market niche.

**Strategy:**

1. ESNDC could do several outreach activities to help improve Arcade St. businesses. This could include: assisting key businesses establish a market niche by administering surveys to identify products and services desired by consumers and to identify unique, "niche" opportunities; promoting communication among partner businesses so as to suggest specialization; supporting small entrepreneurs whose products may create a market niche.

**Objective:** Recruit specific business identified as 1) desired by residents and business owners and 2) supportable by the current market conditions.

**Strategy:**

1. Attract businesses that compliment the existing business mix in the primary trade area. Utilize the included market analysis for recruitment of supportable businesses.

**The following table incorporates suggestions made during the town hall meeting.**

| **BUSINESS TYPE (response freq.)** | Median GLA (sq. ft.) | **Approx. Sales per Square Foot** | Median Total Rent per sq. ft. |
|---|---|---|---|
| DRUG STORE (5) | 9,167 | $241 | $7.25 |
| BAKERY (4) | 1,750 | 137 | 14.27 |
| COFFEE SHOP (4) | 1,137 | 185 | 20.85 |
| RESTAURANTS (4) | 2,277 | 182 | 11.57 |
| RESTAURANTS (FAST FOOD) (3) | 1,360 | 283 | 16.00 |
| CLEANERS (2) | 1,434 | 101 | 12.15 |
| GIFT SHOPS (2) | 2,561 | 136 | 12.00 |
| MOVIE THEATER (2) | 20,026 | 65 | 8.96 |
| REC. OR COMMUNITY CENTER | | | |
| HARDWARE (additional) | 7,984 | 108 | 5.57 |
| ANTIQUE STORES | | | |
| BAGEL SHOP | 2,000 | 385 | 16.65 |
| BARBER SHOP | 1,200 | 163 | 11.98 |
| FAMILY ENTERTAINMENT | | | |
| GAS STATION (SUPERAMERICA OR AMOCO, ETC.) | 2,508 | 339.01 | 8.41 |
| MOTO PHOTO SHOP | 1,142 | 165 | 15.80 |
| PARK AREA | | | |
| SEWING STORE (fabric shop) | 8,409 | 57 | 6.00 |
| SPECIALTY SHOP (collectibles) | 991 | 210 | 15.92 |
| Photocopy/fastprint | 1,401 | 127 | 13.00 |
| Dollarstore | 6,000 | 81 | 3.14 |
| ***Bowling Alley*** | 26,630 | ? | ? |

**Strategic Issue III.** Several external barriers, that affect land uses, traffic and transit, exist that affect Arcade's redevelopment process and potential. These barriers should be addressed to facilitate and support development efforts along Arcade.

**Goal:** Stimulate commercial viability of street by developing key nodes of activity.

**Objective:** Change current zoning designations that impede intensified land uses in selected areas such as Case & Arcade, Maryland & Arcade, as well as Arcade intersections with Sims, Jenks, and Lawson.

**Strategy:**

1. Adjust zoning designations at selected areas to promote intense development such as mixed-use development. Assume non-commercial nodes have may have potential for residential and/or other uses.

**Goal:** Sustain high levels of traffic.

**Objective:** Eliminate or adjust regulatory barriers, such as turn regulations and stoplights, that impede high traffic volume.

**Strategy:**

1. Solicit support from businesses, and potentially residents, for the allowance of left-hand turns off of Maryland onto Arcade. Work with the City to adjust these regulations. Work with businesses owners, and potentially residents, to assess the current and future placement of stoplights.

**Objective:** Explore future threats to sustaining high traffic volumes on Arcade.

**Strategy:**

1. Work with the City and Met Council to determine future funding, or lack of funding, for Arcade St. as Highway 61. Also determine "worst case" scenarios for the Phalen Corridor as to how much traffic may be rerouted.

**Goal:** Increase and improve the level of transit service along Arcade to facilitate the transportation of more consumers to the street.

**Objective:** Increase the frequency and time span of available bus service and establish transit nodes/stops that compliment the business nodes.

**Strategy:**

1. Work with the Met Council to determine the process for increasing transit routes and configuring stopping locations.

**Strategic Issue IV.** Improvements could be made to Arcade Street's business environment that could better capitalize upon existing, and potential, competitive advantages. These improvements should be made to better serve existing and future Arcade Street businesses as well as the primary and secondary market areas.

**Goal:** Create nodes of concentrated businesses.

**Objective:** Increase the number and length of multi-stop shopping trips for consumers visiting Arcade St. ESNDC and PABA should concentrate business recruitment to specific locations at nodes of activity/traffic. Suggested nodes to focus recruitment should include Case & Arcade, Jessamine and Arcade, and Seeger Square. Businesses at nodes should have some 'mix' to achieve the objective of multi-stop shopping of retail and services such as a drug store, dentist office or bakery.

**Goal:** Capture the benefit of the PCI industry proximity and capitalize on Arcade's competitive advantage in location.

**Objective:** Within the next year, determine the needs and commercial services of businesses locating on the Phalen Corridor. Assess the feasibility of a few of those types of businesses locating on Arcade St.

**Strategy:**

1. Work with PCI staff, Port Authority, and PCI businesses to determine the types of printing, packaging, machine repair, etc., services that PCI businesses utilize. Contact those businesses to assess feasibility of relocation and/or expansion. Businesses such as Kinko's or Office Max may be appropriate and supportable.

**Goal:** Retain, improve and promote the growth of existing good businesses

**Objective:** ESNDC and PABA should work with existing, strong businesses to determine their needs for marketing and management assistance. Determine what resources, programs and opportunities there are to address these needs.

**Strategy:**

1. Determine characteristics, such as traffic generation, number of employees, level of sales, etc. to assess the "strength" of businesses. Work with "strong" businesses through surveys, focus groups or informal communication, to determine needs. Utilize WIND and other development organizations to address these needs.

**Goal:** Create parking opportunities to facilitate spending at retail nodes. Parking would be located so that consumers can perform multiple tasks (purchases) without having to move their car.

**Objective:** Increase the number of customers utilizing the municipal parking lot located at Case & Arcade.

**Strategy:**

1. Work with the City of St. Paul to have the lot repaved, entrance barriers such as the chain removed, and signage visible to Arcade motorists put up.

**Objective:** Increase the amount of street parking available to customers.

**Strategy:**

1. Work with the City of St. Paul to establish time limits for street parking on Arcade between Jessamine and York. Also, in conjunction with the City, explore the possibility of converting alleyways or portions of alleyways into parking areas for businesses, particularly business owners.

**Goal:** Increase the amount of non-resident traffic stopping at businesses on Arcade.

**Objective:** Determine the needs of the "commuter market" traveling on Arcade. Assess what businesses could be placed on Arcade to capture this market.

**Strategy:**

1. Work with the City and the Met Council to gather market data about the nature of the traffic traveling, but not necessarily stopping, on Arcade St. Data may also be gathered through consumer surveys and/or communication with the street's gas stations which may draw from a larger market.

**Goal:** Increase investment/re-investment in commercial structures and property.

**Objective:** Strengthen existing incentive programs and increase ESNDC's ownership of land along Arcade St.

**Strategy:**

1. Increase partnerships with local banks and development organizations. Research additional local and national financial resources that can be utilized by Arcade businesses and/or will enable ESNDC to purchase more properties.

# SUMMARY ANALYSIS REPORT
# SOCIAL AND ORGANIZATIONAL COMMITTEE

## SUMMARY

The social and organizational group focused on institutions and their role on the East Side. Such institutions include, but are not limited to, Face to Face, the YMCA, the East Side Job Bank, schools and churches. Although institutions do not play a direct role in the commercial revitalization of Arcade Street, they are part of the fabric of the community. In order for a development initiative to be successful, it is the opinion of this group that such organizations take part in the efforts along Arcade.

Our initial research was based on the following goals: 1) identification of institutions on the East Side and their role in the community, 2) identification of linkages between organizations, and 3) examination of other neighborhoods that have undertaken redevelopment projects. We identified numerous organizations in the neighborhood surrounding Arcade Avenue that are participating in community work on many levels (see Appendix A). Some of the efforts currently underway involve the cooperation of several institutions, although we did not discover many organizations working with the business association (PABA). Finally, we identified three neighborhoods that have completed, or are in the process of redevelopment efforts and have been quite successful at economic revitalization.

Institutions surrounding Arcade Avenue are active members of the community. Churches are operating food shelves, basketball tournaments for youth and summer camps for children. Community clinics and schools facilitate after-school programs for youth and beautification efforts around the neighborhood. These are just a few of the many examples we encountered. Several people we spoke with were very excited about redevelopment efforts along Arcade and would like to be involved in the process. This initial phone calling showed us that the redevelopment efforts could easily incorporate those outside the traditional realm of commercial developments.

The goals for the institutions based upon our strategic issues are as follows:

**Strategic Issue I.** There is a lack of communication between social groups and business owners. Lack of linkages between organizations in the neighborhood leads to the duplication of services, the lack of knowledge of what exists for the residents and a lack of feeling of cooperation and neighborhood identity.

**Goal:** Create a more cohesive community support system through the integration of programs and services.

**Objective:** Link services together to provide a more comprehensive system. Increase the collaboration between the institutions and the business community

**Strategy:**

1. Create an association of services and businesses in the area so that each is aware of the other and is able to refer consumers.

2. Increase block club participation along Arcade. Enlist the active block club members like the Case/Arcade Block Club along with the Beth Owen Paisagno (District 5) and the community police officers to solicit new participants. Improve the safety of the neighborhood by block club evening patrols. These can be done once a month or weekly depending on need.

3. Have ESNDC organize specific programs and then target people to be a part of these programs. For instance, it seems that if the clergy members were given something specific to do at their meetings such as "organize a community wide vacation bible study program" they would have been capable. But simply bringing them to the table does not direct the time or effort they may be willing to put into neighborhood problems.

4. Identify the unemployment needs that Reverend Fullwood at the World of Life Church mentioned and see if his congregation is seeking employment. If so, refer him to appropriate services or assist in linking congregation members to individual businesses (Pete, the community organizer could potentially facilitate this action).

5. Create a formal mentor program this year with PABA and the community schools as well as Face to Face. The program would be for students who attend school in the neighborhood or youth that live near Arcade. PABA can be the initiator of the program and evaluate the existing Face to Face program for a model to expand upon (or Johnson if they have one as well). A mentor program can teach students job skills, create a positive relationship between the business owners and youth, enable the students to earn an income, improve the general relationships of different generations, and give the students something to do after school.

**Objective:** Create more visibility for existing organizations.

**Strategy:**

1. Provide a list of programs and services in the neighborhood to all current residents and businesses for mailing lists and advertising purposes. Include this list in the "welcome wagon" packet to new residents of area.

2. Utilize event of walk on Arcade (Pol. Am. Club event) and the May Day celebration to unify community and advertise services provided.

**Objective:** Increase membership of community leaders in PABA.

**Strategy:**

1. Invite active leaders of social organizations to become members of PABA immediately.

**Strategic Issue II.** There is a lack of services and businesses focused on and owned by minorities who make up a large percentage of the neighborhood. This creates a lack of feeling of belonging and a lack of real integration into the neighborhood.

**Goal:** Increase integration of minorities into the community.

**Objective:** Increase the number businesses and services dedicated to this large piece of the East Side neighborhood.

**Strategy:**

1. ESNDC should market and expand the programs that assist individuals in securing loans and in starting up new businesses or franchise businesses.

2. ESNDC should market and expand the system of small business loans for minorities who wish to start up businesses in the neighborhood.

**Objective:** Increase the opportunity for minorities to participate in the community Meetings.

**Strategy:**

1. Promote English as Second Language (ESL) classes.

2. Provide translation services at meetings.

**Strategic Issue III:** Currently the neighborhood carries with it a stigma of being undesirable to live in or visit. It is important to the economy to change the actual and perceived profile of this neighborhood in the community. Arcade Street may feel unsafe because there is a perception of vacancy and lack of ownership.

**Goal:** Create a new internal and external image for the East Side neighborhood.

**Objective:** Publicize current efforts to revitalize Arcade street (locally and regionally). Create a positive image of the street in the eyes of residents and of the metro area so that people are not afraid to come to Arcade.

**Strategy:**

1. Utilize the media to gain interest in the community. Publicize community activities and celebrations in the St. Paul and Minneapolis papers as well as articles regarding the current efforts being made by the community in re-establishing 'pride.'

2. Hold festivals and celebrations that identify the neighborhood and publicize these regionally. This may include expanding the Harvest Fest, Arcade Days and Community Fun Fair.

3. Have a column in the East Side's local paper with updates of events (i.e. town hall meetings, PABA meetings, and improvements in the area).

4. ESNDC acts as a or hires a public relations firm to write articles about positive things happening on the street and does damage control when negative things happen on the street.

5. High school English class writes letters to the paper or articles on positive things happening on Arcade. Work with Pioneer Press to develop a joint program between high school and paper.

6. Improve the pride and visibility of Arcade this summer. The East Side Arts Council has an after school video class. Enlist the class to make a video of Arcade. Interview business owners and residents about the street, historical and contemporary images of the community.

7. All organizations are asked to write monthly articles on their organization and its activities in the neighborhood newspaper.

**Objective:** Initiate cosmetic changes to create an atmosphere of ownership on the street.

**Strategy:**

1. ESNDC should attempt to capture more STARS funding or locate other sources of funding for improvements to the facades of the storefronts and to the street.

2. ESNDC could have a contest for "best storefront."

3. Organize groups – block clubs, boy scouts, church congregations, school clubs etc, - to create displays in vacant windows, murals on vacant buildings, or billboards/installations on vacant lots.

4. Organize institutions and business owners to "adopt" a section of the street for flower tub maintenance and picking up litter.

5. Other areas have enhanced the atmosphere on their streets with public art. Create a public art plan for Arcade Street. Involve social groups in getting public art on Arcade Street. Hire Forecast or Public Art St. Paul to create a public art master plan and to help link organizations with artists.

6. East Side Arts Council should encourage groups to donate time to painting benches, trashcans, or murals. Artists living on the East Side should also be encouraged to donate skills and/or vision.

7. Increase the beautification efforts along Arcade (dependent on grant money deadlines). Apply for COMPAS art money and have students through that arts organization or through the East Side Arts Council paint a mural on Arcade. These organizations can facilitate the process along with the schools.

8. Enhance the safety of the businesses through CEPTED designs this spring. Ask the arts classes at Johnson, Metro State or East Side Arts Council programs if they would like to participate in the process.

**Goal:** Reduce the number of young adults loitering in the neighborhood.

**Objective:** Create places for young adults to go so that they are not loitering outside businesses and residences.

**Strategy:**

1. Create an activity on the street for youth such as a skateboard ramp or basketball hoops so they are on the street for a reason, not just loitering. Identify a vacant lot where this could happen on lots that ESNDC buys and banks the land for future building development.

2. Promote “active” institutions and businesses such as Fast food restaurants, coffeehouses, a bowling alley, a gym, a recreational center, and/or neighborhood parks.

## SUMMARY ANALYSIS REPORT
## TOWN HALL MEETING COMMITTEE

**Strategic Issue I.** Actual and perceived crime activities are a barrier to keeping good businesses, recruiting new businesses and attracting customers on Arcade Street.

**Goal:** Reduce actual crime activities on Arcade Street.

**Objective:**

- Increase police enforcement of nuisance crimes on Arcade Street.
- Increase police enforcement of youth curfew laws.
- Increase police enforcement of traffic laws, especially speed limits and on-street parking.
- Increase visibility of police on Arcade Street, put beat cops on the street.
- Restrict traffic in alleys (e.g. next to Vogel's Bar) that access Arcade Street to eliminate fast & late night traffic in alleys.
- Focus on reducing crime in Seeger Square area at night, especially at Rainbow and parking lot, to attract more customers.
- Coordinate crime prevention efforts with Johnson High School, including the many students who attend this school from outside the East Side.

**Goal:** Reduce the perception of Arcade Street as being unsafe.

**Objective:**

- Work with the media to change the perception of crime problems on Arcade Street & East Side (e.g. YMCA finds it difficult to recruit employees when Arcade Street is mentioned).
- Enhance or redesign the street and sidewalks to make it more pedestrian-friendly and attractive for shopping.
- Clean-up and fix-up rundown properties by enforcing city's property and housing code laws (e.g. broken/boarded up windows, trash, weeds).
- Improve the condition of the sidewalks physically (e.g. smooth surface, adequate width) and add amenities (e.g. trash receptacles, benches).
- Add street lights that are lower and at a "pedestrian-scale".

**Strategic Issue II.** The Arcade Street commercial corridor is experiencing both a real and a perceived reduction in the diversity and vibrancy of its businesses. This decline is making it more and more difficult to attract and retain desired business activity on the street, which contributes to further disinvestment in the area. Arcade Street needs to become a commercial corridor that is attractive both to desired businesses and to consumers who support these businesses.

**Goal:** Improve the actual and perceived access to businesses on Arcade Street.

**Objectives:**

- Eliminate the "no left turn" sign on Maryland Avenue that prohibits direct access onto Arcade Street, at least during non-rush hour times of day.

- Increase the availability and convenience of parking for customers of businesses along Arcade Street
- Make the street more pedestrian friendly so that it encourages potential customers to patronize more than just their intended business.
- Ensure that there are safe street crossings for customers and pedestrians. The purpose is both to increase personal safety and increase access to businesses on both sides of the street.

**Goal:** Retain and attract businesses that are assets to the community and to the cultural diversity of the street.

**Objectives:**
- Attract new businesses that will serve and reflect the ethnic and racial diversity of the Arcade Street community.
- Modify Action on Arcade with community input to create a redevelopment plan that will follow a common theme and create an atmosphere and environment on Arcade Street that gives it a distinct, positive reputation in the region and builds pride in the local community.

**Goal:** Ensure that the mix of businesses and institutions along Arcade Street meet basic neighborhood services.

**Objectives:**
- ESNDC should establish that basic neighborhood services are a priority in business attraction and retention efforts. This should include dry cleaning, a bakery, coffee shop, gift shop, pharmacy, tailor, shoe shop and others – focusing on the need for customers to meet these needs as conveniently as possible ("one-stop shopping").

**Strategic Issue III**. More recreational opportunities for youth are needed on Arcade. Currently, the only identified opportunities for youth on or near the Arcade area is the YMCA on Arcade and the Burger King on Maryland. The lack of constructive recreational opportunities compounds the crime and safety issues, such as loitering youth, that is perceived as a threat to most community members, potential customers and business owners. Additionally, if youth only see Arcade as a busy street that has nothing to offer them, they are less likely to feel proud of their community and hence more likely to vandalize property and/or simply to stay away. This could have long term implications for Arcade. If an entire generation becomes disengaged from the area, it is unlikely that they will remain in the area as adults either to live or to do business. Subsequently, youth have a lot of energy to offer a community. If the youth feel positively connected to Arcade, the parents and guardians will witness this loyalty and satisfaction that may begin to strengthen the flickering flame of community pride that already exists on Arcade.

**Goal:** Create a place or places on Arcade for Youth.

**Objectives:**
- Build a bowling alley in Seeger Square.
- Build a movie theatre.

- Identify playing fields for recreational sports activities.
- Create a café run by youth for youth which may include the following: space designed for meeting and talking with friends, remain open later on evenings with special school functions and serve ice cream and cheap food.
- Work with Vertical Endeavors to be accessible/affordable for youth.

**Goal:** Capitalize on the energy of the Youth.

**Objective:**

- Involve youth in the visioning of what Arcade can be by holding focus groups.
- Dedicate one or more walls for a youth group to paint a mural depicting their idea of community pride.
- Circulate a newsletter for the youth of Arcade announcing upcoming events and competitions.

**Next Steps:** Because strategies aimed at achieving the objectives identified above need to be defined by the Arcade Street community, they have not been included in this analysis. In addition, many strategies are likely to come out of the analysis performed by the other committees involved in this project. However, the Town Hall Meeting Committee suggests the following as next steps:

- There should be a meeting of key stakeholders with the purpose of agreeing to the objectives that came out of the Town Hall Meeting and developing strategies to achieve the objectives.
- The ESNDC should identify the leadership of this continued effort.
- A regular column in the Lillie News or other neighborhood newsletter should be written beginning as soon as possible to publicize what actions are being taken on Arcade. This column should include questions for community input and publication of results from previous questions.
- Identify a youth division of ESNDC or an outside party to coordinate programs for the youth as well as assist in development projects specifically related to youth. Either this division of ESNDC or the outside sponsor can buy property along Arcade that can be used for youth activities. This needs to be done as soon as possible in order to be coordinated with the entire Action on Arcade project. This will be a very important strategy acting as a self-reinforcing loop as the youth feed into the viability of the community while the community capitalizes on youth energy and spirit.

## SUMMARY ANALYSIS REPORT
## IMAGE COMMITTEE

**Strategic Issue I.** Arcade Street currently lacks a clear identity and is often perceived negatively.

**Goal:** Connect the image and visual character of Arcade Street to the positive features of the adjacent neighborhoods, natural landscape and cultural/historical assets of surrounding area.

*Description:* Arcade Street is an important connector street between downtown St. Paul and the East Side, connecting many nearby neighborhoods, urban and natural amenities. Arcade Street has the second highest traffic counts on the East Side (after Maryland Ave.) and the highest traffic counts for a North-South street connection. Arcade Street is surrounded by diverse neighborhoods and a variety of natural amenities, including parks, greenways and lakes. These neighborhoods contain a wide array of churches, schools and libraries, often times mere blocks from Arcade Street, and represent a solid foundation for a viable and stable neighborhood. Arcade Street is also located in close proximity to downtown and its many cultural amenities. In the future, Arcade Street could be known as a primary connector and link between amenities such as Lake Phalen, Phalen Regional Park, Phalen Creek Regional Trail, Swede Hollow Park, Indian Mounds Park, the reclaimed Ames Lake Wetland, downtown St. Paul, the State Capital Building, Metropolitan State University and the Mississippi River. Wheelock Parkway, Johnson Parkway, Mounds Boulevard and the future Phalen Boulevard. Arcade Street does not currently reflect or capitalize on its surrounding assets. These unique competitive advantages of Arcade Street should be clearly identified and enhanced.

**Objective:** Create visual tools for communicating and marketing Arcade Street's broad identity as an important connector street to residents, visitors and existing and prospective business owners.

**Strategy:**

1. Create and communicate a visual contextual map of Arcade Street and the surrounding area, displaying Arcade Street's role as an important connector street and its proximity to many positive urban and natural amenities. This vision of Arcade Street could represent the street and/or community's broad identity, possibly contribute to "East Side Pride", and serve as a recruiting tool for PABA and ESNDC.

2. Identify Arcade Street's specific role as a connector street between East Side and St. Paul urban amenities. First, complete an inventory of the nearby urban and natural amenities. Next, conduct an analysis of the role of Arcade Street relative to each of these amenities. Lastly, street signs, maps and billboards should be installed on Arcade Street that inform and direct people to nearby amenities as well as businesses on Arcade Street. Once implemented in the streetscape, these signs will not only be informational but will provide a more positive identity for Arcade Street.

3. Identify key sites for community murals that offer a visible opportunity to display "East Side Pride" on Arcade Street. The sites should be enhanced by a mural without infringing on residents views and serve as a type of marketing tool for the street. Potential sites could be the west side of the Drug Emporium building or the side of a building on one of the key nodes. ESNDC should work with the YMCA or Face-to-Face to create a mural program involving kids from the area and possibly a volunteer local artist.

**Strategic Issue II.** Arcade Street is currently zoned primarily as a commercial corridor from 7th Street up to Wheelock Parkway. However, Arcade Street currently consists of diverse property uses that challenge its attractiveness, safety and viability as a commercial corridor.

**Goal:** Evaluate the existing property uses, commercial and non-commercial, and the viability of distinct sections of Arcade Street.

*Description:* Commercial and retail development is somewhat fragmented along Arcade Street, indicating that commercial business along the whole street may not be viable. Consequently, a redevelopment and redesign plan should focus on specific areas or nodes exhibiting commercial potential, which will then serve as a foundation for generating additional business redevelopment and recruitment. Our analysis of Arcade Street indicates the potential for several distinct commercial nodes along the extent of this corridor. The areas lying between these identified nodes might be considered for property uses other than strictly commercial, including residential, mixed-use or open space.

**Objective:** Identify distinct current and potential commercial nodes to target for redevelopment on Arcade Street between 7th Street and Wheelock Parkway.

**Strategy:**

1. The Arcade Street stakeholders, especially PABA and ESNDC, need to agree on the target commercial nodes for redevelopment along Arcade Street. The *Action on Arcade* project's recommendations for target commercial nodes are Seeger Square, Case, Jessamine, Maryland and Wheelock. These nodes or intersections were identified based upon their existing viable businesses, strong physical or historic building stock and potential for connecting to the surrounding area or key streets. Seventh Street and Arcade already had streetscape improvements as evidenced by its pedestrian-scale lighting, trees and benches on the sidewalks.

**Objective:** Identify the specific function or character of each of the target commercial nodes for redevelopment along Arcade Street. The *Action on Arcade* project's recommendations for the function or character of each of the target commercial nodes are identified as strategies below.

**Strategy:**

1. Wheelock and Arcade should act as a visual gateway, as an entrance to the Arcade Street business district from the north and as a connection to the Phalen Regional Park from the south. The addition of gateway signage, landscaping and streetscape will increase the connection of the “green”

north end of Arcade, an extension of the park, the parkway and the golf course, with the Arcade Street business district. This intersection should draw people to the Arcade business district.

2. Maryland and Arcade serves as an extremely high traffic intersection on the East Side, therefore, its function should remain as an automobile-oriented commercial node. Eliminating the traffic confusion, by working with the City of St. Paul and MNDOT to allow left turns off of Maryland, will improve access to Arcade Street and promote local businesses. The area on Arcade Street south of Maryland is commonly perceived as unsafe. Beginning at the Maryland intersection, special attention should be given to infrastructure and design solutions that promote security and safety.

3. The Jessamine and Case Street intersections consist of existing commercial businesses and some vacant buildings. These two intersections contain buildings with great potential for redevelopment of historic storefronts. Case Street has also been identified as an important connection to Payne Avenue because Case & Payne has tentatively been identified as a key node on Payne Avenue. By improving the physical appearance of the buildings and streetscape, the aesthetics and safety perceptions in these two nodes should attract new businesses and customers. To expedite the process of redevelopment of some of these buildings, ESNDC may want to consider acting as the developer by purchasing a building, rehabilitating it, marketing it to prospective business owners and finding a buyer.

4. Seeger Square is a suburban-style commercial shopping center in the middle of the Arcade Street business district. Though somewhat problematic in appearance and business-mix, it is a major shopping hub on Arcade as it currently hosts three major big-box retail businesses, including the only grocery store in the neighborhood. This area will become increasingly important when the future Phalen Boulevard connects to Arcade Street at front door of Seeger Square. The physical design of a shopping center and its parking areas is not coherent with the configuration and character of Arcade Street and its adjacent neighborhoods. Seeger Square offers major potential for redevelopment as a more pedestrian-scale neighborhood commercial center and connection to the development plans for the Phalen Corridor.

**Objective:** Prioritize and phase the redevelopment of the target nodes along Arcade Street to ensure the feasibility of identified short-term actions.

**Strategy:**

1. The Arcade Street stakeholders, especially PABA and ESNDC, need to focus their efforts and resources on redevelopment efforts that are feasible, visible, and offer a significant return-on-investment in the short-term. PABA and ESNDC may want to identify additional criteria to aid them in setting their priorities. The *Action on Arcade* project recommends that the first priority node be Seeger Square, followed by Case, Jessamine, Wheelock and Maryland.

**Strategic Issue III.** Seeger Square is the key commercial node, the most visible area on Arcade Street and the highest crime area. It lacks all attributes of a neighborhood pedestrian commercial district: pedestrian space, pedestrian-scale street design, safety and a diverse mix of neighborhood retail and service businesses. Both residents and visitors typically perceive Seeger Square as unsafe and unattractive.

**Goal:** Focus initial redevelopment and redesign efforts on the priority commercial nodes, specifically Seeger Square (major redevelopment and redesign) and Case and Jessamine (incremental redesign).

**Objective:** Redesign the Seeger Square node to connect to the future Phalen Boulevard.

**Strategy:**

1. The connection of Arcade Street with the future Phalen Boulevard will benefit Arcade by drawing people's attention to Seeger Square, increasing access to Arcade Street and providing an incentive for a complete redesign of this node. A connecting street and a bicycle path will lead directly into the heart of a reconfigured Seeger Square. The boulevard features of the Phalen Boulevard should be extended onto Arcade Street (median, trees, landscaping and wider sidewalks). There is potential for a new two-story commercial building in the area enclosed by the entrance ramp, which could serve as a major draw for drivers on Phalen Boulevard to visit Seeger Square and other Arcade Street businesses. PABA and ESNDC should work with the Phalen Corridor Initiative (PCI) and City of St. Paul Public Works on street reconfiguration, street improvements and property redevelopment opportunities relating to the connection of these two streets.

**Objective:** Create a pedestrian-friendly town square in Seeger Square that better connects Seeger Square to the street, the future Johnson Achievement Plus School, the future YMCA (both will be located on York Street) and the Case & Arcade node to the north.

**Strategy:**

1. Ease the transition between the big box stores of Seeger Square and the small scale storefronts on Arcade Street and the surrounding single-family residential. An increased amount of green space, pedestrian crossings, a stoplight on York, and planting trees and landscaping will make the transition smoother and pedestrian access to Seeger Square friendlier. They will also provide better access for high school students and visitors of the YMCA.

2. A small portion of the current parking lot (currently approx. 400 spaces) will be redeveloped into a curvilinear green space running along each side of Arcade Street in front of Seeger Square, continuing the flow of the Phalen Boulevard connection street. This area will be used for bus shelters, a well-lit entrance path to the Rainbow grocery store and some green open space. While the sidewalks next to the stores will be widened to enhance pedestrian walkthrough ("Arcade on Arcade") the parking lot will be broken up with medians, trees and improved lighting. A passage through the mall

could connect Vertical Endeavors to Arcade Street, which is considered an important destination business.

3. Additional buildings should be constructed abutting the street, on both sides of Arcade. As mentioned above, a two-story building could be added to the south side of the Phalen Boulevard connector street, as well as a building to the north side of this street (it is currently an underutilized parking lot). The Northwest corner of the Rainbow parking lot offers an opportunity to add a building for a street-front retail business (possibly a restaurant like Embers or Perkins), which would attract more customers to Seeger Square all times of the day, enhance safety and increase street activity. ESNDC should identify potential developers for these sites.

**Strategic Issue IV.** Arcade Street is perceived as unattractive and unsafe by residents and visitors and is primarily automobile-oriented.

**Goal:** Provide a building and streetscape design plan for the target nodes on Arcade Street, with a focus on safety, pedestrian-scale and public transit service on Arcade Street.

**Objective:** Restore the historical character of the buildings as a means of improving the visual character of the street.

**Strategy:**

1. Resurface the original brick facades of the buildings.

2. Identify signage styles that are more cohesive among the various businesses and provide a positive image for the street.

3. Identify incentives, funding sources and storefront design ideas for building and business owners.

**Objective:** Reduce real and perceived crime on the street based on Crime Prevention Through Environmental Design (CPTED) strategies.

**Strategy:**

1. Increase natural surveillance by adding windows to storefronts and sides of buildings that face streets and eliminating blank walls on the street.

2. Current lighting appears to suit a highway or arterial but not a pedestrian area; lighting could be improved to provide a more pedestrian-friendly and safe environment, including better lighting of the sidewalk and dark recesses along the sidewalk. The lighting at 7$^{th}$ and Arcade should be extended north on Arcade. The lighting on the 7$^{th}$ Street bridge between Mounds Boulevard and downtown is an excellent example for the Arcade Street bridge.

3. Businesses should better maintain their buildings and sidewalk area to create a perception of safety and ownership. If necessary, this could be achieved through property code enforcement.

4. Increase the perception of ownership on Arcade Street by organizing groups of businesses or block clubs to Adopt-A-Block or Adopt-An-Intersection. ESNDC, PABA and/or the District 5 Council could organize this program.

5. Building entrances should be clearly visible to people on the street. Blind building entrances should be eliminated or lighting should be improved.

6. Provide more public phones and trash receptacles are needed on the street.

7. PABA and ESNDC should request a CPTED educational seminar from the East Side Police Precinct crime prevention officers, Steve Huspek and Dan Sermak, for all businesses and residents on Arcade Street.

8. PABA should organize CPTED site analysis for individual businesses on Arcade Street.

9. PABA and ESNDC should work with building owners, business owners and the City of St. Paul Public Works to create a redesign plan and identify funding sources for these improvements.

**Objective:** Create an attractive pedestrian neighborhood commercial center on Arcade Street.

**Strategy:**

1. Sidewalks are fairly narrow and should be widened where feasible.

2. Trees should be planted along Arcade Street, to increase the attractiveness of the street and provide a visual barrier between the street and the sidewalk.

3. Crosswalks are needed on Arcade Street especially at key nodes.

4. Work with City of St. Paul Public Works to request these streetscape improvements.

5. Work with Greening the Great River Park or similar organization to plant trees on the street.

6. Identify and apply for public funding for street improvements, including Metro Livable Communities grants, St. Paul STAR loans and Federal TEA-21 grants.

**Objective:** Improve public transit service on Arcade Street, including service along entire length of Arcade, weekend service and the addition of bus shelters/signage.

**Strategy:**

1. Prepare a formal request to Metro Transit to upgrade the bus service on Arcade Street. This should include a proposal to add bus service the entire length of Arcade as well as additional weekend service.

2. Incorporate bus stops and bus shelters in streetscape design plans.

3. Prepare a formal request to Metro Transit to consruct bus shelters at Seeger Square and to improve signage.

## List of Appendices

### Market Analysis

- Arcade St. Trade Area, 1999
- Arcade St. Market Area, 1990
- Demographic and Economic Characteristics of the Primary and Secondary Trade Areas
- Changes Since 1990 (selected variables)
- Primary Market Expenditure Calculations I (see separate PDF document)
- Secondary Market Expenditure Calculations (see separate PDF document)
- Retail Opportunities (see separate PDF document)
- Primary Market Expenditure Calculations II (see separate PDF document)
- Retail Gap Analysis and Competing Retail Centers (see separate PDF document)
- Commercial Real Estate Summary
- Vacancy Summary
- East Side Zoning, 1997
- Arcade St. Parking Inventory, 1999
- Selected Articles on Small-format Retail

### Social and Organizational

- Crime on Arcade St.
- Crime on West 7$^{th}$ St.
- Crime on Robert St.

### Image and Streetscape

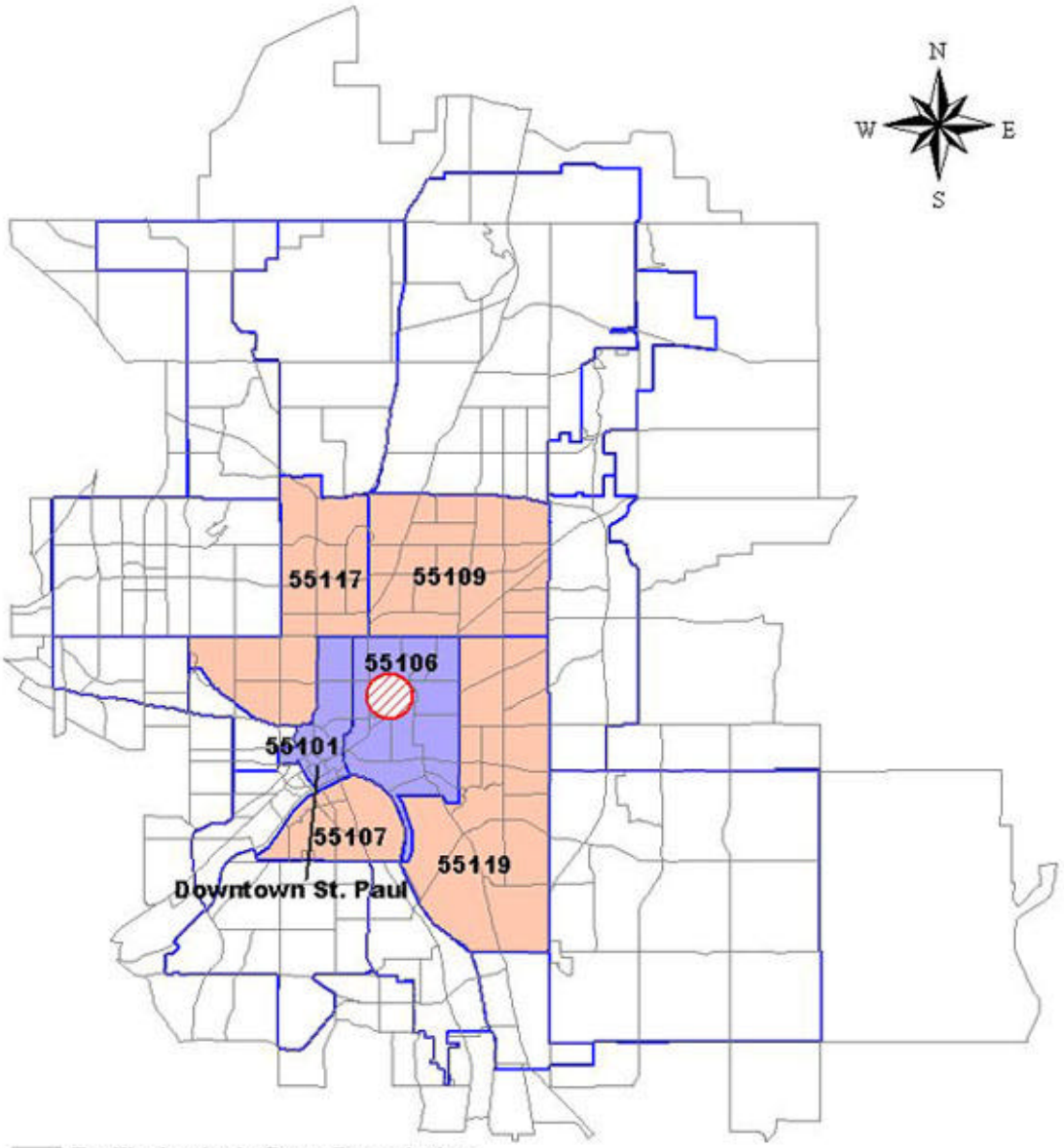
- Image of Arcade Street--Physical Design Vision for Arcade Street: *Conceptual Approach*

*NOTE: The remaining appendices are not available online. Please order this report.*

- Regional Trail and Landform Systems
- Development Nodes/ Arcade St.
- Neighborhood Center/ Seeger Square
- Seeger Square Façade Improvement Vision
- Case St. and Arcade St. Façade Improvement Vision
- Jessamine and Arcade Façade Improvement Vision
- Streetscape Design

# Market Analysis
# Appendices

# Arcade Street Trade Area




Traffic Analysis Zone Boundaries
Zip Code Boundaries
Primary Trade Area
Secondary Trade Area

Source: Metropolitan Council

# Arcade Street Market Area, 1990


Arcade Street TAZs
Origins of Arcade Street Patrons
1990 Traffic Analysis Zone Boundaries


Source: Metropolitan Council
1990 Travel Behavior Inventory

## Demographic & Economic Characteristics of the Primary & Secondary Trade Areas*

| | Primary | Secondary |
|---|---|---|
| **Population** | 65,137 | 117,480 |
| **Projected Population** | 64,874 | 117,448 |
| **# of Households** | 26,110 | 46,199 |
| **% Family HH** | 59.4% | 65.5% |
| **Persons per HH** | 2.49 | 2.54 |
| **Age:** | | |
| 0-14 | 24.5% | 22.8% |
| 15-19 | 6.4% | 6.5% |
| 20-24 | 6.4% | 6.5% |
| 25-44 | 32.5% | 32.6% |
| 45-64 | 16.6% | 19.7% |
| 65+ | 13.6% | 12.6% |
| **Race:** | | |
| White | 73.3% | 83.5% |
| Black | 8.0% | 5.1% |
| Asian | 13.5% | 7.2% |
| Hispanic | 6.6% | 5.4% |
| | | |
| **Per Capita Income** | $16,397 | $20,858 |
| **Average Disposable Income** | $30,037 | $37,540 |
| **HH Income Base** | $15,164 | $12,860 |
| **Median HH Income** | $34,380 | $44,761 |
| **HH Income Distribution:** | | |
| <$15,000 | 19.5% | 11.2% |
| $15,000-24,999 | 15.7% | 11.4% |
| $25,000-49,999 | 36.8% | 35.0% |
| $50,000-99,999 | 24.0% | 33.6% |
| $100,000+ | 3.9% | 9.0% |
| | | |
| **1990 Census Characteristics** | | |
| **HH w/o auto** | 22.6% | 11.1% |
| **Owners spending >30% on housing** | 19.9% | 16.9% |
| **Renters spending >30% on housing** | 51.4% | 42.3% |
| **Mode of transportation to work** | | |
| Drove alone | 65.4% | 75.7% |
| Carpool | 15.1% | 13.3% |
| Public transportation | 11.7% | 5.5% |
| Walk or work @ home | 7.1% | 4.8% |

*These figures are based on the Claritas Data presented in the Gibbs Consulting Group's Report for Payne Avenue in 1998.

Data for Gibbs' primary & secondary areas was recalculated to reflect the differing primary & secondary areas used for this analysis.

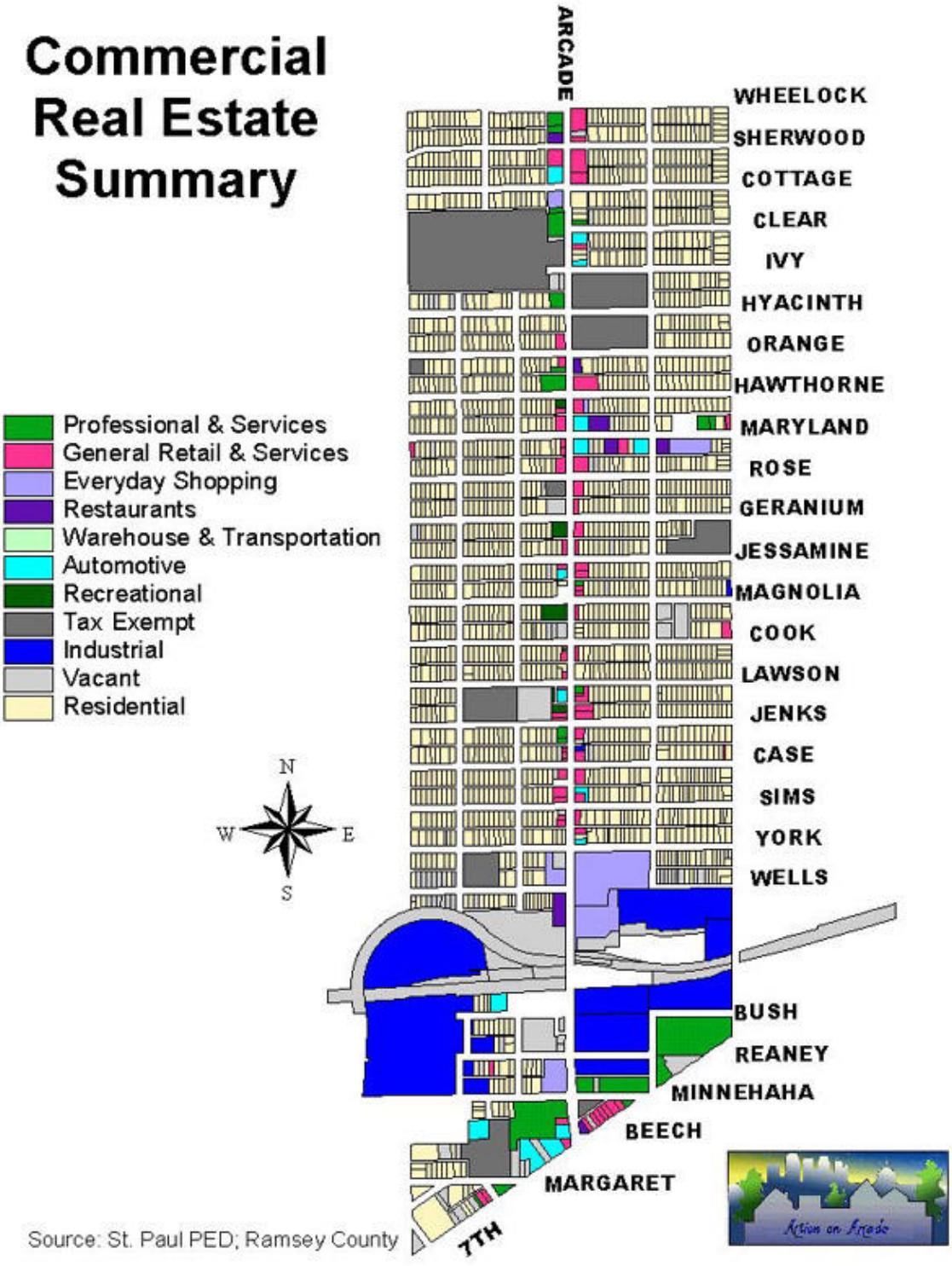
## Change Since 1990, for Select Variables

| | primary | | % change | secondary | | % change |
|---|---|---|---|---|---|---|
| **1990 Population** | 66206 | | 0.0% | 116297 | | 0.0% |
| **White** | 81.3% | | -8.0 | 88.1% | | -4.6 |
| **Black** | 5.3% | | 2.7 | 3.2% | | 1.9 |
| **Asian** | 9.5% | | 4.0 | 5.4% | | 1.8 |
| **Hispanic** | 4.4% | | 2.2 | 4.8% | | 0.6 |
| | **1990** | **1998** | | **1990** | **1998** | |
| **Per Capita Income** | $11,245 | $16,397 | | $14,109 | $20,858 | |
| **Median HH Income** | $23,661 | $34,380 | | $31,354 | $44,761 | |

| | | |
|---|---|---|
| **1990 Per Capita Adjusted for Inflation** | $15,472.65 | $19,414.25 |
| **1990 Median HH Income Adjusted** | $32,557.30 | $43,143.04 |

(1989 CPI = 124, 1998 CPI = 161.6)

# Commercial Real Estate Summary



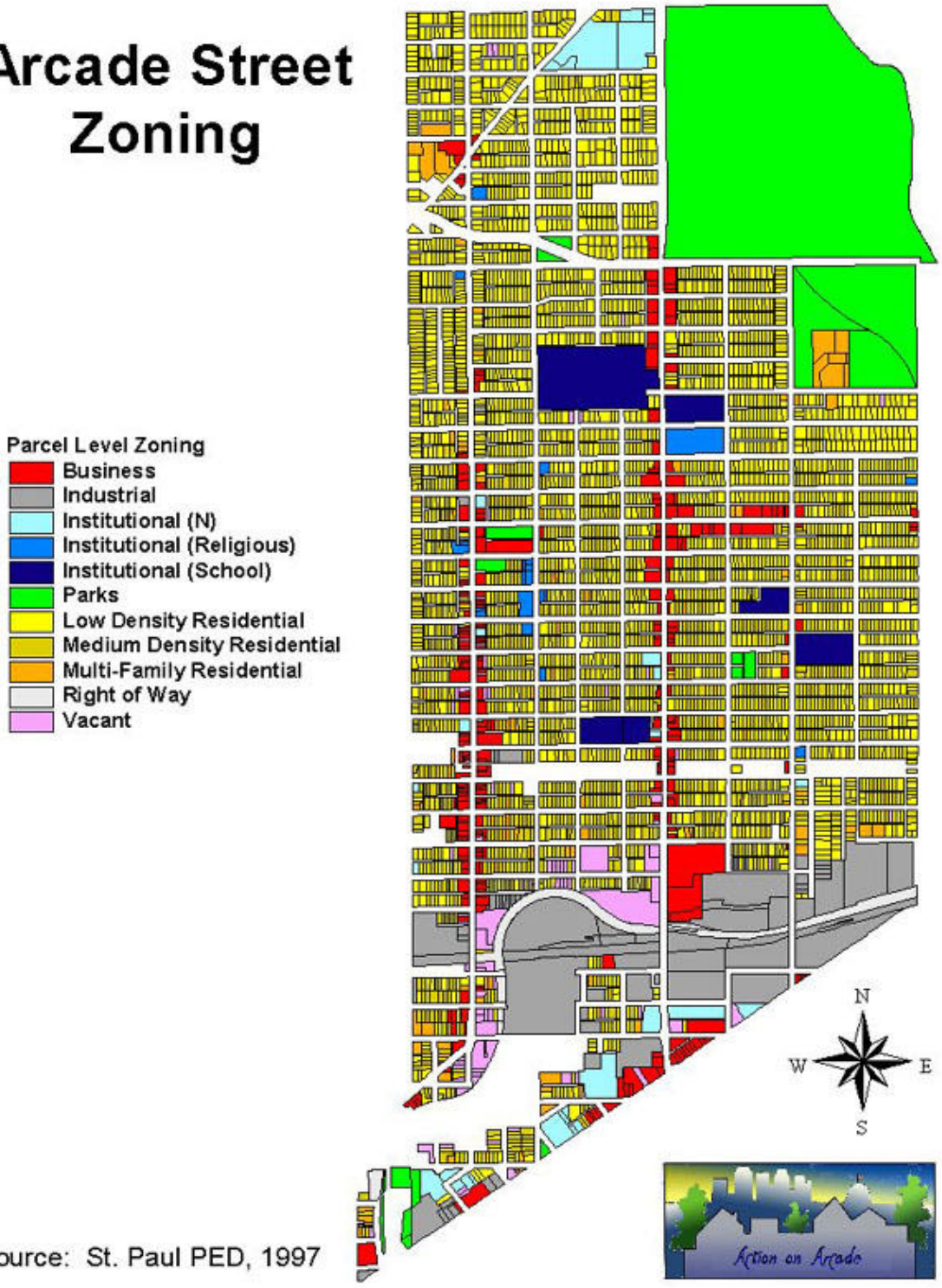

Source: St. Paul PED; Ramsey County

# Vacancy Summary Inventory


Vacant
Parcels

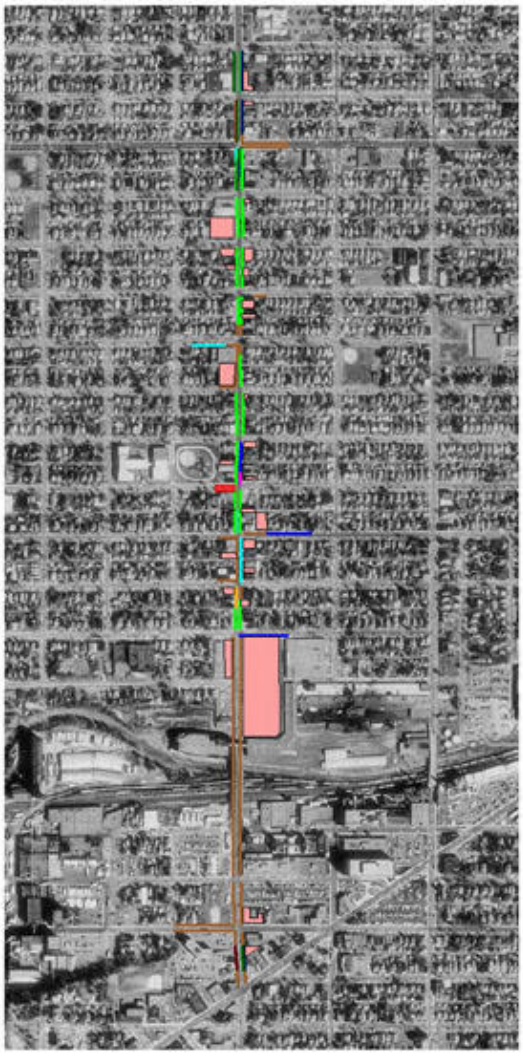

Source: St. Paul PED; Ramsey County

# Arcade Street Zoning




Source: St. Paul PED, 1997

# Arcade Street Parking Inventory, 1999

- Off-Street Surface Parking
- 9-4 No Parking
- 7-9 AM No Parking
- 4-6 No Parking
- 8-6 30min. Parking
- 2-7AM No Parking
- 8-4 2hr. Parking
- 9-6 15min. Parking
- 24/7 15min. Parking
- 8-4 M-Sat. 1hr. Parking
- No Parking

Source: USGS DOQ

The following is from the Feb 2nd issue of LandUse Digest.
Chris

**Smaller Formats May Be the Next Big Thing in Retail**

As many mature retail markets in the United States continue to project very slow growth in the coming years, big-box retailers are seeking new inroads to market share. **Lately, a growing number of retail chains have embraced a quick-shop, small-store concept.** These smaller stores cater to customers weary of wading through 120,000-square-foot stores in search of a small item. Big-box retailer **OfficeMax** recently opened its prototype 7,500-square-foot PDQ store. The store is stocked with 3,000 SKUs (stock keeping units), compared with 8,000 SKUs in a regular OfficeMax. The company hopes to introduce the format into high-density urban areas—such as office parks, commercial buildings, and college campuses—where a large store would not be feasible. OfficeMax hopes to open about 100 of these stores per year. Each unit would be open 24 hours and would offer drive-through service. Other retailers are responding with similar strategies. **Sears, Roebuck and Co**. recently opened four smaller-format stores in South Carolina, Utah, and Kansas. The 60,000-square-foot stores focus primarily on the company's apparel and accessories merchandise. **Wal-Mart** is testing its 40,000-square-foot neighborhood market concept. The food/drug combo stores, nicknamed "small-mart," are stocked with 20,000 to 23,000 SKUs compared with the typical 100,000 SKUs in a supercenter. The list of other retailers exploring small-store formats includes **CompUSA**, the **Home Depot**, **Crate & Barrel**, and **Service Merchandise**. (*Chain Store Age*, January 1999; Lebhar-Friedman Inc., 425 Park Avenue, New York, New York 10022; 212-756-5252; www.chainstoreage.com.)

# Social and Organizational Appendices

# Institutions Contacted

**Face to Face*** 651-
772-5555
Ann Ricketts

**Johnson H.S.*** 651-
293-8890
Principal Kay Arndt

**First Lutheran Church** 651-
776-0818
Rev. James Sbertoli

**Word of Life Christian Fellowship*** 651-
793-8697
Reverend Nadell Fullwood

**Contender for the Faith** 651-
771-2237
Reverend Curtis Pratt

**Arlington Hills Presbyterian** 651-
774-6028
Reverend John Morgan

**Trinity Baptist Church** 651-
774-8609
Rev. Ken Lewis

**District 5*** 651-
774-5234
Beth Owen Paisangno

**East Side Arts Council*** 651-
774-5422
Carrie

**St. Paul PED*** 651-
266-6700

**City of Minneapolis** 612-
673-2348
Ken Brunsvold

**Fort Road Federation** 651-
298-5599
Ed Johnson

**Western Initiatives for**
**Neighborhood Development*** 651-
291-2480
Mike Temali

**East Side Job Bank*** 651-
774-5627
Xavier Escobedo-Job Bank Coordinator
Luis del Valle-Employment Specialist

**Sacred Heart Catholic** 651-
776-2741

**Faith Temple** 651-
778-0096
Rev. Judy Cordero

**Peace United Church of Christ** 651-
771-8207
Rev. Charles Eversman

**Arlington Hills Methodist** 651-
776-1547
Rev. Greg Iverson

**Gustavus Adolphus Lutheran Church** 651-
774-5954
Rev. Ron Peterson

**First Covenant Church** 651-
774-0344
Revs. Dave Kersten & Roger Quant

**Apostolic Bible Church** 651-
774-1111
Rev. Stuart Ward

**First Hmong Assembly of God** 651-
771-2672

**Mount Caramel Lutheran Church** 651-
771-0170
Rev. Crosby

**Merrick Community Center***
Fran Ivory

**ESNDC***

651-771-1152

Fu Hang (Business Development Specialist-Hmong outreach) Ext.13
Pete (Community Organizer)
Rich Malloy Ext.12
Mike Anderson Ext.

**Public Art St Paul**

**Forecast Public Art**

**COMPAS Community Art Program***

**Polish American Club**

* Identifies individuals who are interested in the redevelopment process and would like to participate.

## Community Input (interviews)

**Business Promotion Organizations**

**Payne-Arcade Business Association (PABA ) Members (selected active members)**

**General Information:**
There are about 300 members of PABA but only about 50 are active. They currently meet every second Tuesday of the month. PABA funds neighborhood service organizations with gambling pull-tab money. The gambling committee decides which charities receive money. The funds generally go toward youth sports activities such as youth football uniforms. For example, the money has funded playground equipment and the yearly Santa Claus during Christmas. PABA is also actively involved in promoting the Harvest Fest Parade and Arcade Days.

**Cab's Pub and Eatery,** *John McGrew*
Mr. McGrew's customers mainly come within a five-mile area. His main concern is crime in the area. He believes there needs to be more police and better lighting along Arcade. He would also like to see more crosswalks for pedestrians.

**Lillie Suburban News,** *Valerie Neisius*
Ms. Neisius is actively involved in the Harvest Fest activities.

**Schwietz Saloon and (Payne Avenue),** *Maureen Mariano, President of PABA.*

Ms. Mariano believes there is a good relationship between Payne and Arcade business although she believes there may be some hard feelings by Arcade owners

due to the Grant that Payne Avenue has received. She believes that cleanliness, crime and safety are the main issues for the Association to address. She also feels there needs to be façade improvements on business storefronts.

**RGI, Inc.,** *Ron Gritzmaker*

Ron believes the relationship between Payne and Arcade businesses are good.

**Alexander's Jewelry,** *Mark Kowalczuk*
Mr. Kowalczuk feels that Arcade needs to present a better business community. He believes more money is being spent on Payne than Arcade. This includes the Grant money Payne has just received. He believes this is because Arcade is more spread out and less "historic." He believes that storeowners don't make improvements in their buildings because of cash flow problems. They can't spend $10,000 to $20,000 to fix-up their buildings because they are just trying to survive.

**East Side Neighborhood Development Corporation (ESNDC) – (Selected Employees)**

**General Information:**

**Employees:**

*Fu Hang: Business Development Specialist*
Mr. Hang mainly works to attract new Asian (specifically Hmong) and other minority business. He believes that ESNDC should try to attract entrepreneurs from the growing minority population. There are currently 44 Hmong business owners in District 5. About 33% of Hmong businesses are groceries. He believes there is about 15,000 Hmong living on the East Side. He also believes the black and Hispanic populations are growing.

Mr. Hang does most of his marketing through "word of mouth." He hasn't prepared a formal campaign at this point. Inexperienced entrepreneurs in the area are encouraged to take a microbusiness course at the Neighborhood Development Center (NDC). This course teaches them how to prepare a formal business proposal. This allows ESNDC to determine whether the business is viable.

He believes there is a need for plumbers and electricians in the area. He also believes there is an opportunity for minority restaurants.

*Rich Malloy, Commercial Development Program Manager*

*Mike Anderson, Executive*

*Pete, Community Organizer*

## Spiritual Institutions

**Gustavus Adolphus Lutheran,** *Church Rev. Ron Peterson*
The church is a regional one with 1800 to 2000 members. A majority of the members live on the East Side. 450 members have a Maplewood address. They are active in the community. They have supported the establishment of a shelter (homeless, battered women?). They are a member of SPEAK. They have helped organize support to keep the brewery operational when it was deciding to close. They also have helped clean up efforts in the neighborhood.

**Arlington Hills Methodist,** *Rev. Greg Iverson*

**First Covenant Church,** *Rev. Roger Quant*

**Sacred Heart Catholic,** *Lorraine Fisher*

**Faith Temple,** *Judy Cordero*

**United Peace Church,** *Charles Eversman*
The congregation of the church is an older group many of whom used to live on the East Side but have since moved to eastern suburbs such as Maplewood. Their congregation is shrinking, from a high of 700 to 200 now. Most of this is due to death of members (because they are old) and the church has not been able to attract new members, though they do not seem to be actively trying to recruit new members.

Outreach programs include: Food Shelf at the Meric Community Center, Meals on Wheels, St. Paul Area Council of Churches (SPACE), Congregations Concerned for Children (they provide school supplies for children), money to a women's shelter on the East Side, and some money for congregation members directly in times of emergency (money for groceries or a meal), in addition church doors are open to all on Sunday morning, though not many people wander in. Most of this is money given to groups that are citywide. In years past the church sponsored a summer bible camp for the neighborhood but because of the shrinking and aging congregation is less active and the bible camp is no longer running. The church as some interest in participating in new programs but they do not have the manpower or money to be very active.

Charles Eversman attended several meetings for East Side clergy spearheaded by ESNDC. They met a few times and discussed what was happening in the churches and had bible study. He had no idea why they were meeting and when I asked what ESNDC had hoped to get out of the meetings he responded that ESNDC is into that sort of thing.

**Apostolic Bible Church**, *Rev. Stuart Ward* 651/774-1111
This rev. has been at the church for a little over one year. His vision is to make the church a "true community church" rather than a denominational church. The tradition of the church is of traditional Pentecostal background. There is not much experience in "doing". It is predominantly white with two black families. One of the black families is very active in the community including fixing baskets for the holidays, and volunteering.

The church itself is not very involved in the community and Rev. Ward is interested in ideas of how they could become more integrated into the neighborhood. They do have a youth choir, and Rev. Ward has talked to Vince Campbell at ESNDC about a "volunteer market" which has been proposed but the initiation of the program has been postponed. Rev. Ward is not entirely clear on the actions that are to be taken in this "market". He is very interested in what we are proposing and would like to hear from us again soon as he really is wanting to become more invested in the area.

**First Hmong Assembly of God**, *Gia Lee* 651/771-2672

**Mount Carmel Lutheran Church**, *Rev. Crosby* 651/771-0170
Octogenarian, Church on last legs, a lot of elderly

**First Lutheran Church,** *Rev. James Sbertoli*
Rev. Sbertoli is now in Farmington, they have an interim pastor and will be getting new pastor on Feb 28.

This is active person in community: **Pastor Roger Mackie 651-690-3164** has been involved on Payne Avenue. No contact on Arcade. Would like to be informed of Arcade initiatives. They have a summer day camp at the church and summer camp facility at Bay Lake for elementary students. They have a food shelf at the church, have done tutoring with Dayton's Bluff Elem. School, but not right now because of money. They are mostly focused on summer camp right now. They have limited contact with Arcade developments, but asked questions: what are we doing, where on Arcade are we focusing, invited him to the meeting.

**World of Life Christian Fellowship,** *Rev. Nadell Fullwood*
This church has a 4 phase vision for community 1) children and youth—tutoring and safe haven away from gangs and violence 2) basketball league all races of youth welcome 3) outreach to youth in warm weather, puppets/toys sing/prizes. They are working with 3M on donating truck for a puppet mobile. 4) Homeless meals (sporadic, once a month). They are trying to find out who is working with unemployment on East Side because they don't want to duplicate services. Church has been on the East Side for two years and they are trying to build multiracial community. Invited to meeting, will probably attend. Interested*

**Contender for the Faith,** *Rev. Curtis Pratt*

**Arlington Hills Presbyterian** *Rev. John Morgan*

**Trinity Baptist Church,** Rev**.** Ken Lewis
Just came in as minister May 98. No formal connection with the business community. They also have Hmong church in their building. Work with food shelter, neighbors help each other out by informal network. Have a preschool (30 yrs old), a youth group for kids in the neighborhood. The youth pastor is very involved with kids. He wants to be informed of new ideas on Arcade, but doesn't know about his commitment level. Usually 2-3 full time ministers at the church, but now just him.

**<u>Other Businesses and Institutions</u>**

**YMCA,** *Leanne*
The YMCA has member programs that deal with health and wellness. They work with inner-city kids on leadership skills, team building and environmental education. They do joint programs with Parks and Recreation. They work with the Family Center and host a family night. They work with Women Achieving New Directions in job placement programs and prenatal classes. They also work with District 5 Programming.

With the new school the YMCA will be more involved with the school and will provide the physical education component of the curriculum.

There are no real obstacles to working with other groups – it just takes getting out and making ties.

**Public Art for St. Paul,**
This group is a non-profit whose goal is to bring arts into communities. They work on both private and public initiatives at both large and small scales. They help communities brainstorm, with legal advice, give creative input, and help link artists and comminutes. They fill the role of a project consultant and are hired by communities. They do not help finance projects.

Projects that they have worked on include the Western Sculpture Park, River Center, City of Vadnais Heights, On St. Paul's West side they have worked with the Riverview Economic Development Association to put art to work as an economic development tool. In the early 1990s REDA had a marketing study done on their commercial district. This work concluded that physical revitalization was necessary in the public spaces of the neighborhood as well as in the commercial buildings. They identified involvement of local artists as a key strategy. They mapped the commercial district and identified opportunities for art. Since then the association has engaged students at Guadeloupe Area Project to make tiles inlayed on benches. A local Girl Scout troop worked with artists John Acosta and Carlos Menchaca on a mural on a pedestrian bridge. These works stuck to the theme of the neighborhood logo "Where the sun meets the river." Other projects have been done and today there are many sculptures, murals, decorative benches, trash receptacles and roadway underpasses in the area. Public Art for St. Paul also works with the Mayor's Design Forum, which brings people from the arts to solve problems in the market place. The next forum will be in October and will focus on great streets. The streets chosen to be looked at in the workshops are Snelling, West 7th, University and Wabasha. These streets were chosen because there is a general feeling that there are a lot of people working on problems on these streets and they are prime candidates for giving direction to these efforts.

**Forecast Public Art,** *Paul Justich, managing director*
This group works as a consultant for public art plans. They work with a variety of groups and on a rage for projects. They help communities develop goals and brainstorm and have worked on the Midtown Greenway Public Art Plan and the Philips pubic art NRP plan. They are also working with the science center on a site-specific installation.

**East Side Job Bank**, *Xavier Escobedo* 651/774-5627
Member of ESBA & PABA as a representative of Merrick. Xavier lived and worked on the East Side since the mid-70s. Xavier has three different titles at the job bank: Job bank coordinator, Coordinator for Work Resource Hub, Coordinator for St. Paul Minority

Workers Program. Advertising for the services provided through the job bank (including ESL classes) is mostly word of mouth. Some advertising is done through rec. centers and church. They have had little success advertising through retail. His clientele is 42% Latino, 22% S.E. Asian, 16% Caucasian, 17% African American, 2% Native American. In his time at East Side Job Bank, Xavier has seen a large increase in the Latino population. However there has not been a surge in Latino businesses, organizations or services to match this population's growth. He also stated that something missing in the neighborhood is a place to hang out. He proposed that if we were to ask the community where they socialize, the answer would be outside of the neighborhood. This is attributable to a lack of social gathering spaces other than bars. There is a need for a dance hall, movie theater, soccer and softball fields and cafes. There is a local community theater coming to the area (Dayton's Bluff) which will be an asset to the neighborhood

**Merrick Community Center** - *Fran Ivory* 651/771-9339
Fran will not be coming to the mtg., but Xavier Escobedo who also works for Merrick will be attending. There are two food shelf sites, one at Roosevelt and Holmes, another at Earle and Hudson Road. 185 home delivered meals, a preschool program, Sr. Citizen Tuesday drop-in day, counseling services, work with abused kids, job bank (Xavier), coordination for work resource hub, involved in PABA and PCI, ESABA, etc. Mentioned the siting of a Bureau of Criminal Affairs in the neighborhood in the future that will not necessarily bring jobs to East-siders, specifically, but will bring people and money into the East Side.

**COMPAS Community Art Program**, *Dee* 651/292-3249
Essentially COMPAS is a "re-granting" organization - they filter money down into the neighborhoods, providing funding for festivals and other arts programs (Cinco de Mayo on the west side, etc.) Have worked with Portage for Youth in the past. Would like people in the neighborhood to know that they are able to give money to arts programs and perhaps their services could be used in the future for programs on Arcade. They have an internet site: www.compas.org

**East Side Family Center**, *Roger Meyer* 651/793-3800
Sponsored by the Children's Initiative, the center is funded by state money, foundations and some federal dollars. The center works with families to get them more involved in the community. The center is primarily a referral agency which people call when faced with problems, i.e. a need for diapers, transportation, translation services, etc. The center then links them with agencies that can provide services for them. They also provide childcare and transportation for community gatherings, i.e. town hall meetings, in order to knock down barriers to participation. There are field trips occasionally and parent gatherings. Generally the parents will suggest what they want to have a class on and the family center will arrange for a speaker on subjects like nutrition, infant massage, etc. Every quarter the center has a "baby shower" for new parents/families. This involves dissemination of diapers and information about child rearing.

**Polish American Club**, 651/774-6748
Activities include hall rental for weddings, Friday fish fries, live entertainment every Friday including bands and occasionally line dancing. There is a boulla once a year that is very popular and the club sponsor the Mayday celebration every spring for the Payne & Arcade neighborhood. The club also sponsors the annual "Walk on Arcade Street" which is a walk down the avenue giving people in the neighborhood a chance to see

what businesses are doing. There are drawings to sign up for at the businesses. PABA meetings are held in the club and there are members of the club who attend the PABA meetings. VFW meetings are also held at the club one time per month. The club is open to the public on Sundays as well for people to come and hang out, play games, visit. Most of their members are senior citizens including 300 men and 176 women all from the East Side Neighborhood. There is an interest in attracting younger members. In order to do this, they are holding events like fishing contests, hay rides and they house game for families and provide a place for families to hang out. They are hoping to appeal to people in their 30s and in turn those individuals may have ideas on attracting the 20s, etc. Many people do not realize how bit the facility is or what services they provide. The PAC has recently been remodeled including new facilities downstairs and new equipment in the kitchen. Advertisements for the ballroom and banquet rental for weddings and events appear in the Sunday St. Paul Pioneer Press, and advertisement for their other events appears in the East Side Advertiser and on the radio. There was a "rolling bulletin board" at the Mid America Bank on Arcade and Minnehaha which was wonderful for advertising neighborhood events. Since Norwest bought the bank, the building has been vacant and the billboard unused. A major problem for the club is parking. They purchased the strip of land between the end of the building and Lawsons and created a parking lot, but there is still a shortage and it would benefit the PAC and the other businesses on Arcade to create more parking. The other efforts that the PAC would like to see happen on Arcade is more police patrol on foot, and more visibility.

**Face to Face**, *Ann Ricketts*
*1) What do you see as your role, or the organization's role, in the community? On Arcade St?*
1. Face to Face sees its role in the community as trying to ensure that youth act as and are seen as citizens and participants in community life. Face to Face is an agency that serves adolescents and young adults, and we try to see youth from a holistic perspective -- as part of a family, a peer group, a school, a neighborhood, a community, a primary relationship. . .. Helping youth learn healthy ways to engage in community life is one way we try to realize our work. Thus, we are always eager to work with other community agencies to see that the Eastside is a safe and strong and nurturing community.

On Arcade Street, we want to ensure that we are good neighbors to the residents and businesses nearby. Thus, we did seek and receive a STAR loan to redo the parking lot and add a fence, which we think has made the alley and area safer for children and pedestrians. We have tried to improve the exterior so that we are both welcoming to people coming to Face to Face and so that we are a credit to the neighborhood. The students at the Face to Face Academy did a small garden in the back of the building, as well as a mural, and we hope by such actions, we can show kids how to be active in neighborhood improvements.

*2) Do you work with any other organizations on establishing coalitions of any kind? For example, linking with PABA to do outreach or linking kids to the businesses as mentors/apprenticeships?*
2. Face to Face participates with some Eastside Coalitions: the Eastside Health Coalition, the HOPE Project, and the Eastside Family Center. The Face to Face Academy staff work with a number of businesses on the Eastside -- in linking kids with jobs and other support. Face to Face does belong to PABA, although we don't really participate much. Face to Face's parking lot is a site for the Fall Harvest Festival.

*3) Are there things that Face to Face is not taking part in that the organization would like to be a part of?*
*In general, I am trying to identify the people/organizations in the community that play a strong role and that would like to link up to the business community to create a more holistic approach to community revitalization and strength. I would appreciate any information and feedback on this process.*
3. I am very supportive of efforts to build community, and would welcome any way that youth could be part of helping along that process. Face to Face and the youth who come here would like to raise community awareness about ways young people can be active citizens in improving community.

**Johnson High School**, *Principal Kay Arndt*
Introduced and invited to town hall, phone messages w/her

**District 5,** *Beth Owen Paisangno*
Will be at town hall, and is bringing list of block club contacts with active people. She has been pretty focused on Payne and Y2K projects, will see how/if she can fit this into her work. Case/Arcade block club is extremely active, they hold monthly outings (ice fishing this weekend!). They do educational efforts more so than others do. Some of the block clubs have actively been working with the police to decrease the prostitution and that has helped a lot. A few block clubs have sustained relationships wit the businesses by helping in neighborhood cleanups and using business dumpsters or businesses donating food for block parties. The weather is a BIG factor when it comes to getting residents involved in block clubs.

**East Side Arts Council,** *Carrie*
They have an arts programs in schools and in the community. They work with East Consolidated Elementary and Phalen Lake Elementary schools- dance and video programs
They have free concerts in summer
There is a family series at Johnson HS this winter
They are working on Payne Ave Main St. project
They would be interested in working with Arcade if time permits-3people on staff

**ST Paul PED**
Information regarding City money into “models” neighborhoods, no specific answers from multiple staff

**City of Minneapolis,** *Ken Brunsvold*
Messages regarding CEPTED report

**Fort Road Federation,** *Ed Johnson*

## Case Studies

## CASE EXAMPLE I.: West Seventh Community, St. Paul (West Seventh/Fort Road)

The West Seventh Community stretches 2.5 miles from Downtown to Homer street along West Seventh. The community includes the neighborhoods of Uppertown, Irvine Park, Leech/McBoal and Cliff Street at the end of the High Bridge.

The Fort Road Federation was established in the 1970s as a non-profit. The Federation formed because of deteriorating economic, business, housing and social conditions. Today, it operates as an umbrella advocacy group for all people and focuses primarily on housing issues. They support and stimulate grass-roots efforts to protect and preserve their neighborhoods. The Federation rehabilitates between 6 and 8 houses per year in key blocks with subsidies provided by supporters including the St. Paul Foundation and United Hospital.

The Uppertown Preservation League is a non-profit established in 1993 to preserve the historic and architectural character of Uppertown. This area is socially and economically troubled but is rich in pre-1880 homes and commercial buildings. The group's goals are: 1) save and support the restoration of historically or architecturally significant properties, 2) Create and promote the use of self-guided tour materials for Uppertown, 3) Compile and make available to the community a list of resources that would be helpful in rehabilitating historic structures.

**West End Business Revitalization Corporation** Kimberly Nuckles (Spelling?)

***Formation***

About 5 years ago the business community became concerned that conditions along the commercial strip (West Seventh) were declining (in conjunction with a decline appearance and rents of the housing stock). The business association had been a volunteer organization primary focused on socializing and networking. Because the neighborhood was declining they became more proactive. They wrote a strategic plan and contacted consultants as to how to go about improving the situation. The consultants got them STAR funding starting in 1997-98 and the money has been used for grants and low interest loans to businesses for storefront revitalization. This program has been considered successful and improved storefronts have motivated other businesses to improve their storefronts at their own initiative and cost. The business community also worked to find money for a full time staff person to work on commercial development. Funding was obtained from corporate and private sources and a staff person (Kimberly) was hired in June of 98. STARS funding as been reapplied for and store front renovation programs will continue for 99-1001 and 1002-1003.

***Today***

Fort road is 5 miles from downtown to the river. Downtown and Highland are stable areas but the center neighborhoods are in decline. Problems include rundown buildings and the introduction of lower level businesses (pawnshops) because of low rents. Because the center section is in decline the organization designates 50% of funding to this area. The street is diverse physically – historical to modern. There is a general desire to preserve the older (historic) buildings in the area but this may limit the types of businesses that can locate in the area. The organization must actively identify and attract businesses that can function in an older building.

West Seventh is a busy road and business owners see this as an advantage because it increases the number of potential customers. The area has 10,000 residents but 40,000 people driving through daily. The challenge is to get a business array that will serve neighbors and encourage the drive by traffic to stop and shop.

The business organization and the Fort Road Federation work together as much as possible to coordinate housing and business issues. Working together is difficult and not always successful but the issues are interconnected and there must be communication between the efforts. Kimberly said that a better structure would be to have both issues handled in the same organization with separate dedicated staff who understands the nuances of each issue. Having both functions in one organization would make coordination and communication of the issues easier.

One key to the success of the business association programs it that the business association invites community leaders to be a part of the association. For instance, the principle of the schools and the head of the community center are members. This brings many opinions and community dynamics to the table and reminds business owners that a healthy community can help the commercial district.

***Future***

There are plans for a Ramsey County Works Resource Hub in the West End. This organization will match job seekers and employers. This may help attract businesses to the area that are having trouble-finding employees, as there are a lot of under and unemployed people in the area.

The organization also hopes to be active in assembling land to create business sites. They also plan to actively study what business types are needed in the area and attract these businesses by matching them with development sites. Businesses looking to locate in the area can contact the organization and they will be matched possible locations.

In the future, The West End Business Revitalization Corporation and the Fort Road Federation will be working together to create a plan and vision for the West Seventh neighborhoods. Hopefully this vision can be compatible and a part of plans for adjacent neighborhoods, particularly the Downtown River Center.

## CASE EXAMPLE II: Nicollet Avenue, Minneapolis (15th St. to 26th St.)

Nicollet Avenue in Minneapolis between Franklin and Lake Streets has become a destination for Asian and Latino businesses. Chinese, Vietnamese, Hmong and Mexican grocery stores, restaurants, music stores and other service stores are prevalent along Nicollet. Minority immigrant owned restaurants are concentrated in the southern portion of this neighborhood (closer to 26th). It is in a prime business location just south of downtown Minneapolis and the Convention Center.

The Avenue has made streetscape improvements such as pedestrian-scale historic lighting, widened sidewalks, uniform brick and iron fencing, trees, and “Eat Street” banners proudly sponsoring the street identity. These improvements were added to improve the aesthetics of the avenue and to create a “pedestrian-friendly” environment.

The City of Minneapolis financed the project but will be reimbursed through special assessments to property owners. These special assessments are being financed over a ten-year period.

The business association along Nicollet Avenue initiated the streetscape improvements. The association had a tradition of strong support and recognized the value of these aesthetic improvements. The minority-owned businesses were not as organized as the rest of the businesses because of the lack of cohesion and cultural differences such as language barriers, however, they did end up supporting the improvements as well. The City hired consultants to prepare a design for the area and public works will be responsible for maintenance.

Starting in September, the City of Minneapolis will capitalize on this market by establishing a bus service around downtown Minneapolis and along Nicollet Avenue to capitalize on tourist dollars and revitalize those neighborhoods. The bus service will also provide increased opportunity for residents to use the system. The state has provided $220,000 for the project and Hennepin County another $400,000. Funding will extend through June 2000 when the service will be evaluated.

## CASE EXAMPLE III: West St. Paul.

West St. Paul is located south of downtown St. Paul on the opposite side of the Mississippi River. It is a neighborhood which has experienced a great deal of change and diversity as it has traditionally been an area where immigrants settle. West St. Paul has a popular identity as a Latino neighborhood, although the populous is diverse. There is a fun, lively and comfortable feeling here which seems much like its own little town. The pride in the community is evident through the recent addition of public art to bridges and corner parks, a community garden and the regionally popular annual Cinco de Mayo celebration.

In 1977 the first comprehensive plan was adopted for the community. The strong sense of community commitment is illustrated by the fact that by 70% of the actions proposed in the 1978 and 1988 plans have been implemented. This commitment is largely attributable to the community organizations within the neighborhood who coordinate their efforts to achieve common goals.

The most recent efforts at revitalizing the area began in 1992 when a group of community members decided that it was time to develop a new comprehensive plan. This ongoing effort resulted in the participation of 200 community members in small neighborhood dialogues and one large neighborhood summit.

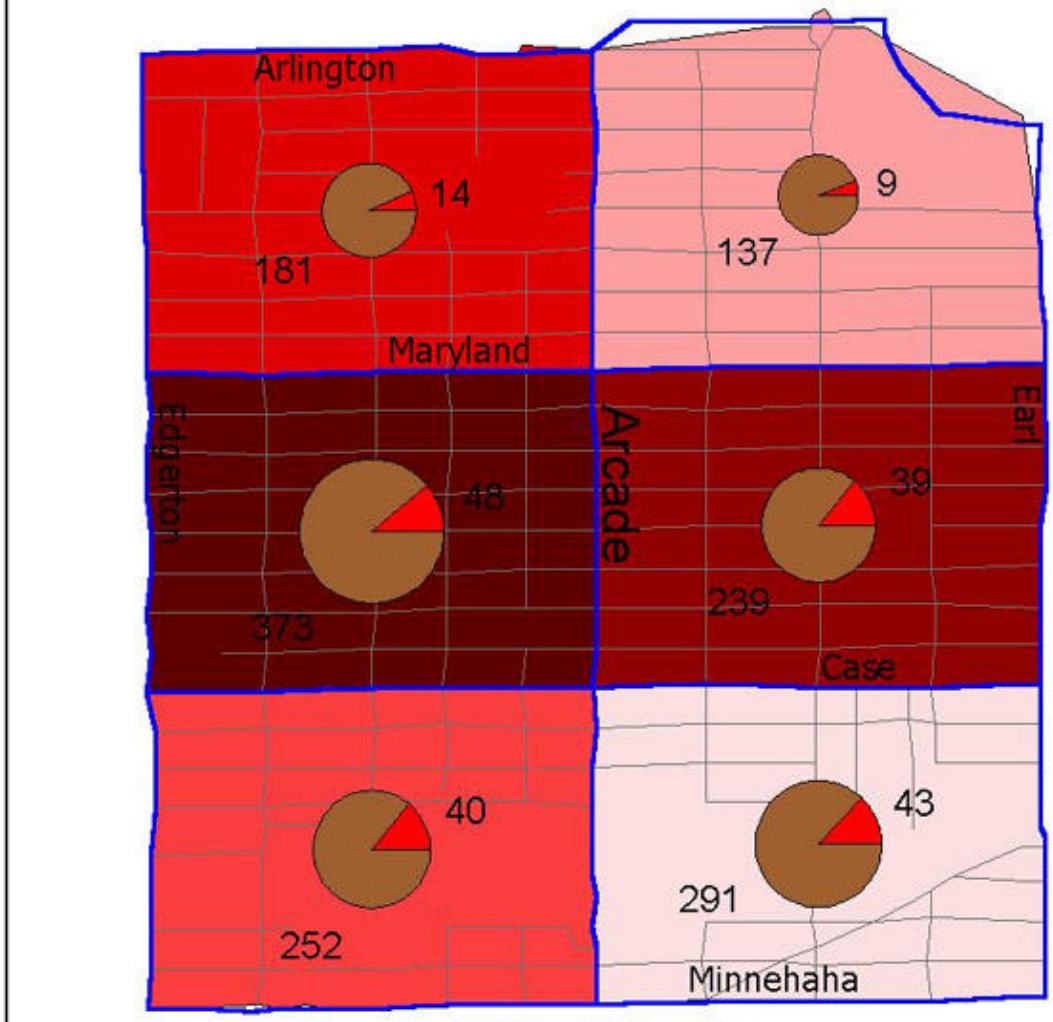
The interconnection between people and organizations is key to the success of West St. Paul's identity as a strong community. It is a stated goal of the community to create a safe and supportive environment for all "west-siders". The Neighborhood House is a multi-purpose human service agency which has assisted the people in the community with these critical issues. Programs for women, seniors, youth, children and people with limited English language skills are congruent with the vision is to create a village working together to prevent crime, raise children and assist those with needs.

Other issues which assist in the sense of community are the geographical location of the neighborhood and the natural amenities surrounding it, the sense of continuity from the presence of several generations having remained here and the fact that historically this neighborhood has accepted diversity - cultural, ethnic and economic. There is an understanding that from this diversity comes unity.

Goals of the community identified in the comprehensive plan are to a) continue to build social and physical connections b) rely on community organizations to unify the people c) promote public safety and d) support varied retail for a healthy economic climate.

The efforts of the community have been successful largely due to the community initiative and the coordination of the efforts of the organizations involved in order to achieve a common goal.

# Crime on Arcade Street



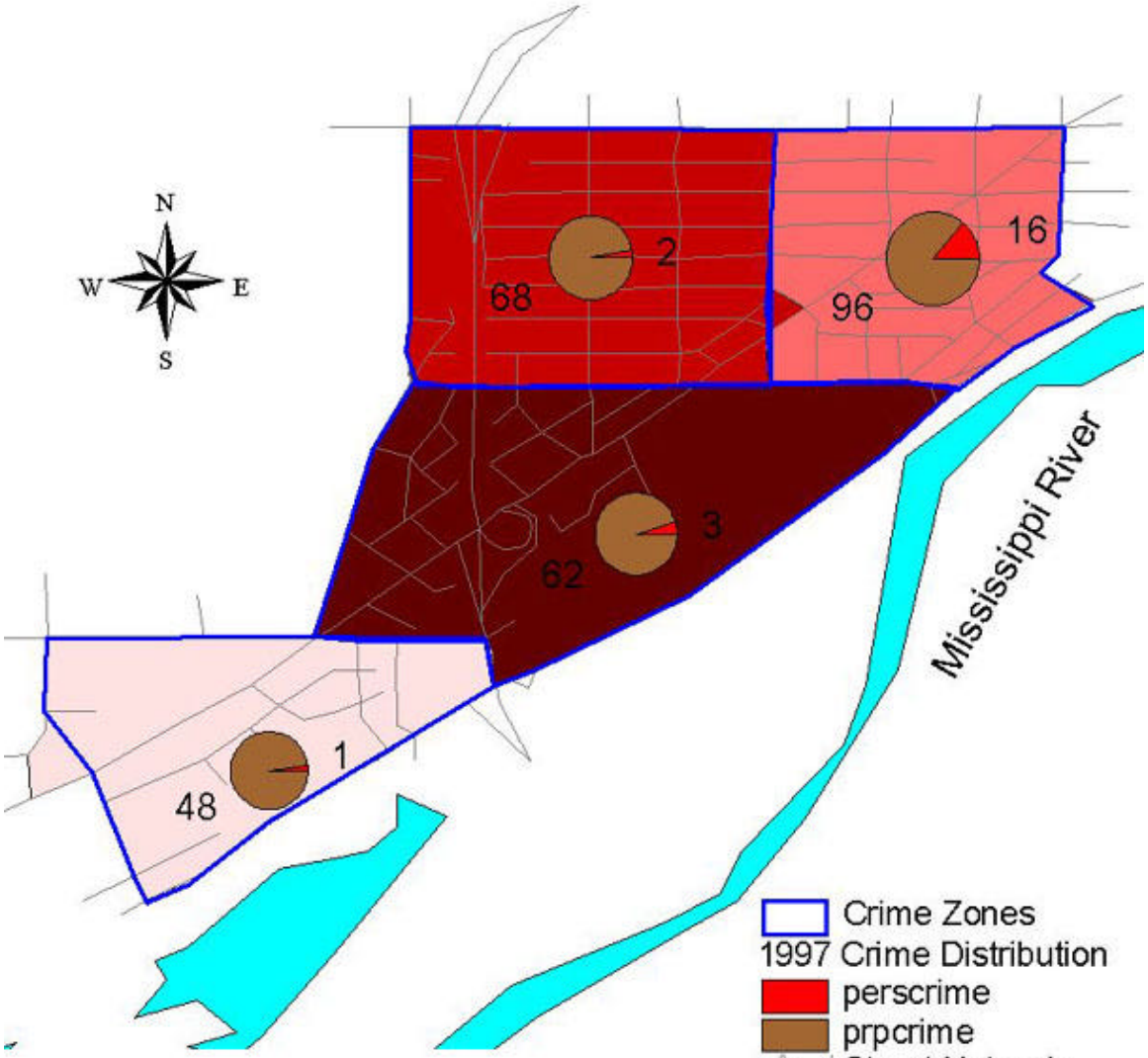

N
W E
S

Crime Grid Boundaries
Breakdown of Crimes
Personal Crime
Property Crime
Streets
1990 Population
1356
1480
1762
2023
2360
2704

*Sources: St. Paul Pioneer Press; 1990 Census*

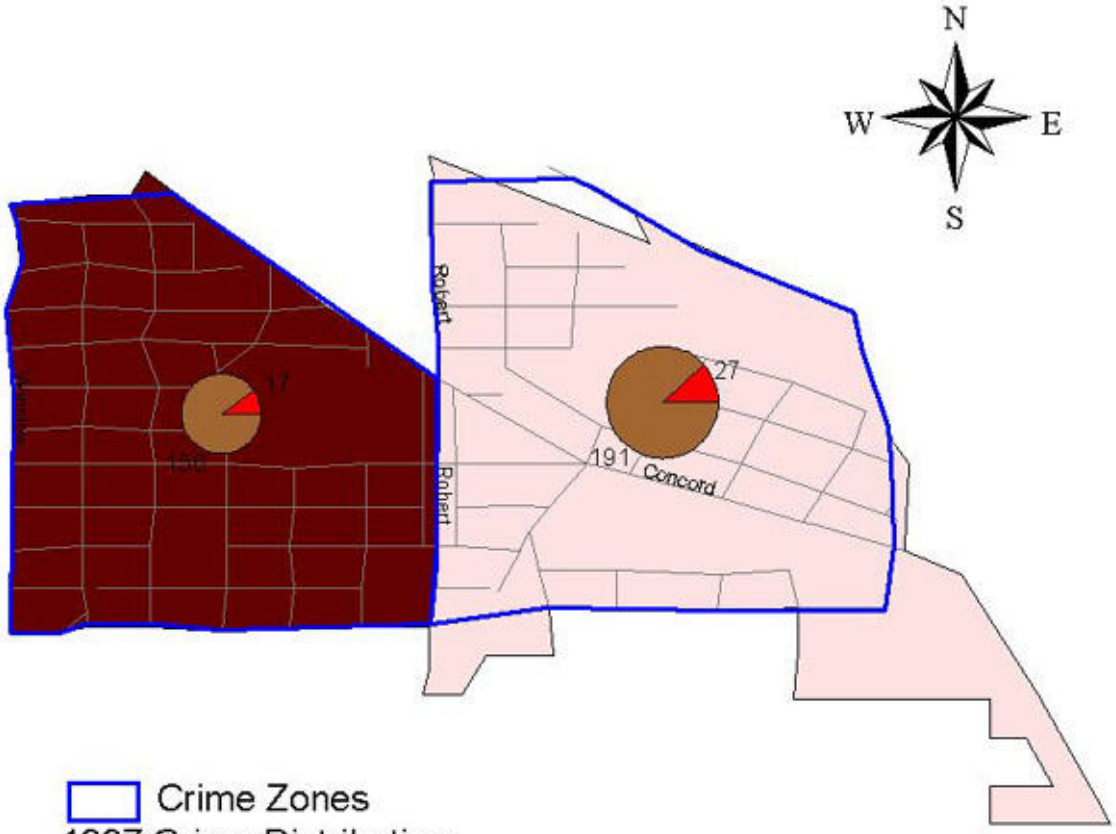
Action on Arcade

# Crime on West 7th & Fort Road




Source: St. Paul Pioneer Press; 1990 Census

# Crime on the West Side




Crime Zones

1997 Crime Distribution

Personal Crimes

Property Crimes

Street Network

1990 Population

2321

2519

*Source: St. Paul Pioneer Press; 1990 Census*

Action on Arcade

# Image and Streetscape Appendices

**IMAGE OF ARCADE STREET: Physical Design Vision for Arcade Street**

*Conceptual Approach*

**STREET IDENTITY**

**Phase 4 / Long Run**

To better connect the image and visual character of Arcade Street to the positive features of the adjacent neighborhoods, natural landscape and cultural/historical assets of surrounding area.

**MULTIPLE BUSINESS NODES**

Evaluate the commercial uses and viability of different sections of Arcade Street.

**NEIGHBORHOOD CENTER**

To focus initial redevelopment and redesign efforts on the priority commercial nodes, specifically Seeger Square (major redevelopment and redesign) and Case and Jessamine (incremental redesign).

**SAFE AND ATTRACTIVE ENVIRONMENT**

**Phase 1/ Short Run**

Provide a building and streetscape design plan for the target nodes on Arcade Street and improve public transit service and convenience on Arcade Street.

# Action on Arcade

**The primary trade area offers retail opportunities in the following selected areas:**

| | Maximum Estimated Absorbtion (sq. ft.) | Estimated Additional Supportable Annual Sales | Approx. Sales Per Square Foot | Competing Retail Areas | Median Total Rent per sq. ft. | Median GLA (sq. ft.) |
|---|---|---|---|---|---|---|
| **Business Type** | | | | | | |
| **Grocery stores.** | 205,750 | $62,619,982 | $304 | E 7th St, Maryland Av, Rice St, White Bear Av | 5.82 | 33,973 |
| **Womens', mens', and Childrens' apparel.** | 205,987 | $29,806,982 | $110 | White Bear Av, Maplewood Mall | 11.92 | 2,975 |
| **Shoe stores.** | 12,190 | $1,414,071 | $116 | Payne Av, White Bear Av, Maplewood Mall | 12.00 | 2,700 |
| **Lawn/garden supplies.** | 15,800 | $1,580,048 | $100 | Maryland Av, White Bear Av | 12.00 | 1,475 |
| **Household textiles.** | 50,137 | $2,857,831 | $57 | White Bear Av | 6.00 | 8,409 |
| **Furniture Stores.** | 16,520 | $2,114,600 | $128 | Payne Av, Rice St, White Bear Av, Maplewood Mall | 7.69 | 5,000 |
| **Major appliances.** | 8,725 | $2,137,686 | $245 | Payne Av, Rice St, White Bear Av | 9.25 | 4,200 |
| **Small appliances & housewares.** | 13,623 | $2,397,590 | $176 | Payne Av, Rice St, White Bear Av | 15.43 | 2,400 |
| **Eating places,** | 43,113 | $7,846,640 | $182 | All areas | 11.57 | 2,277 |
| **Book stores.** | 9,573 | $1,359,325 | $142 | Payne Av, White Bear Av, Maplewood Mall | 9.81 | 2,455 |

SOURCE: American Business Disk, 1997; ULI

## Primary Market Expenditure Calculations*

| Gibbs | | | HHI | |
|---|---|---|---|---|
| Primary Population | 50059 | | Primary Population | 65137 |
| | **Primary Expenditures** | **Primary Expnd/Person** | **Primary Expenditures** | |
| **Expenditures by Product** | | | | |
| **food at home** | $71,176,000.00 | $1,421.84 | $92,614,537.09 | |
| **food away from home** | $43,810,000.00 | $875.17 | $57,005,772.59 | |
| **alcoholic beverages at home** | $4,216,000.00 | $84.22 | $5,485,878.50 | |
| **alcoholic beverages away from h** | $3,366,000.00 | $67.24 | $4,379,854.61 | |
| **presonal care products** | $6,567,000.00 | $131.19 | $8,545,010.47 | |
| **personal care services** | $5,084,000.00 | $101.56 | $6,615,324.08 | |
| **nonprescription drugs** | $2,444,000.00 | $48.82 | $3,180,143.99 | |
| **womens' appparel** | $13,806,000.00 | $275.79 | $17,964,430.41 | |
| **mens' apparel** | $7,164,000.00 | $143.11 | $9,321,829.60 | |
| **girls' apparel** | $1,568,000.00 | $31.32 | $2,040,288.78 | |
| **boys' apparel** | $2,066,000.00 | $41.27 | $2,688,288.66 | |
| **infants' apparel** | $1,531,000.00 | $30.58 | $1,992,144.21 | |
| **footwear** | $5,943,000.00 | $118.72 | $7,733,058.81 | |
| **houskeeping supplies** | $8,870,000.00 | $177.19 | $11,541,684.61 | |
| **lawn/garden supplies** | $1,368,000.00 | $27.33 | $1,780,047.86 | |
| **domestic services** | $7,042,000.00 | $140.67 | $9,163,082.64 | |
| **household textiles** | $2,350,000.00 | $46.94 | $3,057,830.76 | |
| **furniture** | $9,464,000.00 | $189.06 | $12,314,600.13 | |
| **floor coverings** | $2,424,000.00 | $48.42 | $3,154,119.90 | |
| **major appliances** | $3,641,000.00 | $72.73 | $4,737,685.87 | |
| **small appliances & housewares** | $2,150,000.00 | $42.95 | $2,797,589.84 | |
| **TV, radio & sound equipment** | $12,159,000.00 | $242.89 | $15,821,346.47 | |
| **other entertainment equipment/s** | $10,821,000.00 | $216.16 | $14,080,334.75 | |
| **transportation** | $104,030,000.00 | $2,078.15 | $135,364,312.31 | |

| **Expenditures by Store** | | | |
|---|---|---|---|
| **building materials & supply stor** | $6,688,000.00 | $133.60 | $8,702,456.22 |
| **hardware stores** | $940,000.00 | $18.78 | $1,223,132.30 |
| **retail nursery/lawn/garden suppl** | $1,298,000.00 | $25.93 | $1,688,963.54 |
| | | | |
| **auto supply stores** | $5,539,000.00 | $110.65 | $7,207,372.16 |
| **gasoline/service stations** | $27,786,000.00 | $555.07 | $36,155,270.42 |
| **grocery stores** | $75,945,000.00 | $1,517.11 | $98,819,981.72 |
| **drug & proprietary stores** | $12,051,000.00 | $240.74 | $15,680,816.38 |
| | | | |
| **eating places** | $43,534,000.00 | $869.65 | $56,646,640.12 |
| **drinking places** | $2,219,000.00 | $44.33 | $2,887,372.96 |
| | | | |
| **department stores** | $30,133,000.00 | $601.95 | $39,209,197.57 |
| **apparel stores** | $12,757,000.00 | $254.84 | $16,599,466.81 |
| **shoe stores** | $3,546,000.00 | $70.84 | $4,614,071.44 |
| **furniture** | $8,421,000.00 | $168.22 | $10,957,443.76 |
| **home furnishing stores** | $4,092,000.00 | $81.74 | $5,324,529.14 |
| **household appliance stores** | $1,883,000.00 | $37.62 | $2,450,168.22 |
| **radio/TV/computer/music stores** | $6,512,000.00 | $130.09 | $8,473,444.22 |

*These figures are based on the Claritas Data presented in the Gibbs Consulting Group's Report for Payne Avenue in 1998.
Expenditure data for Gibbs' primary area was recalculated to reflect the differing primary area used for this analysis.

## Secondary Market Expenditure Calculations*

### Gibbs

Secondary Population 185563

| | Secondary Expenditures | Secondary Expnd/Person |
|---|---|---|
| **Expenditures by Product** | | |
| **food at home** | $278,710,000.00 | $1,501.97 |
| **food away from home** | $192,052,000.00 | $1,034.97 |
| **alcoholic beverages at home** | $17,530,000.00 | $94.47 |
| **alcoholic beverages away from h** | $14,878,000.00 | $80.18 |
| **presonal care products** | $27,549,000.00 | $148.46 |
| **personal care services** | $21,478,000.00 | $115.75 |
| **nonprescription drugs** | $9,861,000.00 | $53.14 |
| **womens' appparel** | $62,427,000.00 | $336.42 |
| **mens' apparel** | $34,451,000.00 | $185.66 |
| **girls' apparel** | $6,403,000.00 | $34.51 |
| **boys' apparel** | $8,292,000.00 | $44.69 |
| **infants' apparel** | $6,165,000.00 | $33.22 |
| **footwear** | $25,385,000.00 | $136.80 |
| **houskeeping supplies** | $37,476,000.00 | $201.96 |
| **lawn/garden supplies** | $6,059,000.00 | $32.65 |
| **domestic services** | $34,302,000.00 | $184.85 |
| **household textiles** | $10,675,000.00 | $57.53 |
| **furniture** | $41,755,000.00 | $225.02 |
| **floor coverings** | $11,809,000.00 | $63.64 |
| **major appliances** | $15,484,000.00 | $83.44 |
| **small appliances & housewares** | $9,838,000.00 | $53.02 |
| **TV, radio & sound equipment** | $53,323,000.00 | $287.36 |
| **other entertainment equipment/s** | $55,137,000.00 | $297.13 |
| **transportation** | $492,389,000.00 | $2,653.49 |

### HHI

Secondary Population 117480

| Secondary Expenditures |
|---|
| $176,451,398.18 |
| $121,588,188.16 |
| $11,098,249.11 |
| $9,419,266.99 |
| $17,441,281.51 |
| $13,597,729.29 |
| $6,243,002.54 |
| $39,522,555.47 |
| $21,810,940.11 |
| $4,053,741.53 |
| $5,249,668.09 |
| $3,903,063.65 |
| $16,071,252.35 |
| $23,726,068.67 |
| $3,835,955.01 |
| $21,716,608.16 |
| $6,758,346.22 |
| $26,435,105.06 |
| $7,476,282.02 |
| $9,802,925.80 |
| $6,228,441.23 |
| $33,758,809.89 |
| $34,907,253.92 |
| $311,731,647.58 |

| **Expenditures by Store** | | | |
|---|---|---|---|
| **building materials & supply stor** | $29,999,000.00 | $161.66 | $18,992,377.36 |
| **hardware stores** | $4,261,000.00 | $22.96 | $2,697,640.59 |
| **retail nursery/lawn/garden suppl** | $5,953,000.00 | $32.08 | $3,768,846.38 |
| | | | |
| **auto supply stores** | $26,092,000.00 | $140.61 | $16,518,854.30 |
| **gasoline/service stations** | $123,057,000.00 | $663.15 | $77,907,429.61 |
| **grocery stores** | $301,804,000.00 | $1,626.42 | $191,072,217.63 |
| **drug & proprietary stores** | $51,026,000.00 | $274.98 | $32,304,578.39 |
| | | | |
| **eating places** | $191,419,000.00 | $1,031.56 | $121,187,435.64 |
| **drinking places** | $9,881,000.00 | $53.25 | $6,255,664.55 |
| | | | |
| **department stores** | $135,756,000.00 | $731.59 | $85,947,170.93 |
| **apparel stores** | $57,932,000.00 | $312.20 | $36,676,769.40 |
| **shoe stores** | $15,230,000.00 | $82.07 | $9,642,118.31 |
| **furniture** | $37,374,000.00 | $201.41 | $23,661,492.43 |
| **home furnishing stores** | $19,469,000.00 | $104.92 | $12,325,830.69 |
| **household appliance stores** | $8,318,000.00 | $44.83 | $5,266,128.70 |
| **radio/TV/computer/music stores** | $30,190,000.00 | $162.69 | $19,113,299.53 |

*These figures are based on the Claritas Data presented in the Gibbs Consulting Group's Report for Payne Avenue in 1998.
Expenditure data for the Gibbs' secondary area was recalculated to reflect the differing secondary area used for this analysis.

**Primary Market Expenditure Calculations** | **HHI**

| | Estimated 1998 Sales | Primary Market Share (.8) | Primary 1998 Expenditures | Estimated Additional Supportable Annual Sales | Primary Area Maximum Estimated Absorbtion (sq. ft.) | Approx. Sales per Square Foot | Arcade St. Estimated Existing Square Footage | Arcade St. 1998 sales |
|---|---|---|---|---|---|---|---|---|
| **Expenditures by Product** | | | | | | | | |
| **food at home** | $66,250,000 | $53,000,000 | $92,614,537 | $39,614,537 | 130,311 | $304 | 60,033 | $18,250,000 |
| **food away from home** | $72,750,000 | $58,200,000 | $57,005,773 | -$1,194,227 | | | | |
| **alcoholic beverages at home** | $13,500,000 | $10,800,000 | $5,485,879 | -$5,314,121 | | | | |
| **alcoholic beverages away from home** | $9,500,000 | $7,600,000 | $4,379,855 | -$3,220,145 | | | | |
| **presonal care products and services** | $32,750,000 | $26,200,000 | $15,160,335 | -$11,039,665 | | | | |
| | | | | | | | | |
| **womens' appparel** | $3,750,000 | $3,000,000 | $17,964,430 | $14,964,430 | 121,662 | $123 | 2,033 | $250,000 |
| **mens' apparel** | $1,250,000 | $1,000,000 | $9,321,830 | $8,321,830 | 22,800 | $365 | - | - |
| **children and infants' apparel** | $250,000 | $200,000 | $6,720,722 | $6,520,722 | 61,516 | $106 | - | - |
| **footwear** | $4,000,000 | $3,200,000 | $7,733,059 | $4,533,059 | 39,078 | $116 | - | - |
| | | | | | | | | |
| **lawn/garden supplies** | $250,000 | $200,000 | $1,780,048 | $1,580,048 | 15,800 | $100 | - | - |
| **household textiles** | $250,000 | $200,000 | $3,057,831 | $2,857,831 | 50,137 | $57 | - | - |
| **furniture** | $12,750,000 | $10,200,000 | $12,314,600 | $2,114,600 | 16,520 | $128 | 3,906 | $500,000 |
| **floor coverings** | $5,500,000 | $4,400,000 | $3,154,120 | -$1,245,880 | | | | |
| **major appliances** | $3,250,000 | $2,600,000 | $4,737,686 | $2,137,686 | 8,725 | $245 | - | - |
| **small appliances & housewares** | $500,000 | $400,000 | $2,797,590 | $2,397,590 | 13,623 | $176 | - | - |
| **TV, radio & sound equipment** | $24,000,000 | $19,200,000 | $15,821,346 | -$3,378,654 | | | | |
| **other entertainment equipment/services^** | $10,500,000 | $8,400,000 | $14,080,335 | $5,680,335 | | | - | - |
| **Neighborhood retail/services** | $10,250,000 | $8,200,000 | $6,066,216 | -$2,133,784 | | | | |
| Neighborhood retail/services includes: copy, printing and packaging stores; florists | | | | | | | | |
| **Expenditures by Store** | | | | | | | | |
| **building materials & supply store** | $33,750,000 | $27,000,000 | $8,702,456 | -$18,297,544 | | | | |
| **hardware stores** | $1,750,000 | $1,400,000 | $1,223,132 | -$176,868 | | | | |
| **retail nursery/lawn/garden supply** | $250,000 | $200,000 | $1,688,964 | $1,488,964 | 14,890 | $100 | - | - |
| **auto supply stores** | $13,250,000 | $10,600,000 | $7,207,372 | -$3,392,628 | | | | |
| **gasoline/service stations** | $93,750,000 | $75,000,000 | $36,155,270 | -$38,844,730 | | | | |
| **grocery stores** | $45,250,000 | $36,200,000 | $98,819,982 | $62,619,982 | 205,750 | $304 | 50,107 | $15,250,000 |
| **drug & proprietary stores*** | $25,000,000 | $20,000,000 | $15,680,816 | -$4,319,184 | | | | |
| | | | | | | | | |
| **eating places** | $61,000,000 | $48,800,000 | $56,646,640 | $7,846,640 | 43,113 | $182 | 21,978 | $4,000,000 |
| **drinking places** | $11,750,000 | $9,400,000 | $2,887,373 | -$6,512,627 | | | | |
| **department stores** | $78,000,000 | $62,400,000 | $39,209,198 | -$23,190,802 | | | | |
| **apparel stores** | $8,500,000 | $6,800,000 | $16,599,467 | $9,799,467 | | | | $250,000 |
| **shoe stores** | $4,000,000 | $3,200,000 | $4,614,071 | $1,414,071 | 12,190 | $116 | - | - |
| **home furnishing stores** | $43,500,000 | $34,800,000 | $5,324,529 | -$29,475,471 | | | | |
| **household appliance stores** | $3,750,000 | $3,000,000 | $2,450,168 | -$549,832 | | | | |
| **radio/TV/computer/music stores** | $77,000,000 | $61,600,000 | $8,473,444 | -$53,126,556 | | | | |
| **book stores** | $2,250,000 | $1,800,000 | $3,159,325 | $1,359,325 | 9,573 | $142 | - | - |
| **Source:** | **ABD and BLS CES** | | | | 765,689 | **ULI** | 138,056 | **ABD** |

*The closure of the Drug Emporium will result in an estimated loss of $3,750,000 in annual sales. However, it looks as if the current demand will be satisfied by existing drug and proprietary stores in the primary area.

National Chevy Assoc is located at 947 Arcade St. This may have formerly been a theatre.

^Hillcrest Bowl is the only bowling center in the area and is located at 1560 White Bear Ave N.

^Other amusement/recreation services include: Vertical Endeavors Inc; Fantasy Racing at 1067 Rice St; Aladdin's Castle at 3001 White Bear Ave N # 1084; and, Inside Sports Training Ctr at 1550 Rice St.

| # | PRIMARY | PRIMARYLOB | GAP | Arcade St | 7th St E | Maryland Ave | Payne Av | Rice St | White Bear Av | Maplewood Mall | Concord St | Robert St |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Division G: Retail trade | | | | | | | | | | |
| | | 5200 -- Building Materials, Hardware, Garden Supply, and Mobile Home Dealers | | | | | | | | | | |
| 33 | 5211 | Lumber and other building materials | | | XXXX | XXXX | | | XXXX | | | |
| 37 | 5231-10 | Glass-Auto Plate & Window & Etc | | XXXX | | | | XXXX | | | | |
| 38 | 5251-04 | Hardware-Retail | | XXXX | | | XXXX | XXXX | XXXX | | | |
| 40 | 5261 | Retail nurseries and garden stores | | | | XXXX | | | XXXX | | | |
| | | 5300 -- GENERAL MERCHANDISE STORES | | | | | | | | | | |
| 43 | 5311-02 | Department Stores | | | | XXXX | XXXX | | | XXXX | | |
| 44 | 5311-04 | Discount Stores | | | | XXXX | | | | | | |
| 45 | 5331-01 | Variety Stores | | | | | | | XXXX | | | |
| | | 5400 -- FOOD STORES | | | | | | | | | | |
| 46 | 5411-03 | Convenience Stores | | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | | | |
| 47 | 5411-05 | Grocers-Retail | | XXXX | XXXX | XXXX | | XXXX | XXXX | | XXXX | XXXX |
| 48 | 5421-07 | Meat-Retail | | | XXXX | | | | XXXX | | | |
| 49 | 5441 | Candy, nut, and confectionery stores | | | | | | | | XXXX | | XXXX |
| 51 | 5451-02 | Yogurt | | | | | | | | XXXX | | |
| 52 | 5461 | Retail bakeries | | XXXX | | | | XXXX | XXXX | XXXX | | |
| 57 | 5499-01 | Health & Diet Foods-Retail | | XXXX | | | | | | XXXX | | |
| 61 | 5499-18 | Oriental Goods | | | | | | XXXX | | | | |
| | | 5500: Automotive Dealers and Gasoline Service Stations | | | | | | | | | | |
| 62 | 5511-03 | Automobile Dealers-Used Cars | | XXXX | XXXX | | XXXX | XXXX | | | | XXXX |
| 63 | 5531-11 | Automobile Parts & Supplies-Retail-New | | | XXXX | XXXX | XXXX | XXXX | XXXX | | | |
| 64 | 5531-13 | Automobile Racing Car Equipment | | | | | | | XXXX | | | |
| 65 | 5531-16 | Batteries-Storage-Retail | | | | | | | XXXX | | | |
| 66 | 5531-23 | Tire-Dealers-Retail | | | XXXX | XXXX | | XXXX | | XXXX | | |
| 67 | 5541-01 | Service Stations-Gasoline & Oil | | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | | XXXX | XXXX |
| 68 | 5571-05 | Motorcycles & Motor Scooters-Accessories | | | | | XXXX | | | | | |
| | | 5600 -- APPAREL AND ACCESSORY STORES | | | | | | | | | | |
| 69 | 5611 | Men's & boys' clothing stores | | | XXXX | | | | | XXXX | XXXX | |
| 72 | 5621 | Women's clothing stores | | | | | | | | XXXX | | |
| 75 | 5632 | Women's Accessory and Specialty Stores | | XXXX | | | | | | XXXX | | |
| 77 | 5641-03 | Childrens & Infants Wear-Retail | | | | | | | XXXX | XXXX | XXXX | |
| 78 | 5651-01 | Clothing-Retail | | | | | | | | XXXX | XXXX | |
| 79 | 5661-01 | Shoes-Retail | | | | | XXXX | | XXXX | XXXX | | |
| 80 | 5699 | Miscellaneous Apparel & Accessory Stores | | | | | | | | XXXX | | |
| | | 5700 -- Home Furniture, Furnishings, and Equipment Stores | | | | | | | | | | |
| 85 | 5712 | Furniture stores | | | | | XXXX | XXXX | XXXX | XXXX | | |
| 90 | 5713 | Floor covering stores | | XXXX | XXXX | | XXXX | XXXX | XXXX | | | XXXX |
| 92 | 5714-07 | Draperies & Curtains-Retail/Custom Made | | | | | | | XXXX | | | |

| # | PRIMARY | PRIMARYLOB | GAP | Arcade St | 7th St E | Maryland Ave | Payne Av | Rice St | White Bear Av | Maplewood Mall | Concord St | Robert St |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 93 | 5719 | Miscellaneous Homefurnishings stores | | XXXX | | | | | XXXX | XXXX | | |
| 97 | 5722 | Household Appliance Stores | | | | | XXXX | XXXX | XXXX | | | XXXX |
| 100 | 5731-03 | Television & Radio-Dealers | | | XXXX | | | XXXX | XXXX | XXXX | | |
| 101 | 5731-05 | Stereophonic & High Fidelity Equip-Dlrs | | | | | XXXX | | | | | |
| 102 | 5731-17 | Electronic Equipment & Supplies-Retail | | XXXX | XXXX | | | | XXXX | XXXX | | |
| 103 | 5734 | Computer and software stores | | | XXXX | | | XXXX | XXXX | XXXX | | XXXX |
| 107 | 5735-01 | Records Tapes & Compact Discs-Retail | | | | | | | | | XXXX | |
| 108 | 5735-02 | Video Tapes Discs & Cassettes | | | | | | | | XXXX | | |
| 109 | 5736-08 | Musical Instruments-Dealers | | XXXX | | | | | XXXX | | | |
| | | 5800 -- EATING AND DRINKING PLACES | | | | | | | | | | |
| 110 | 5812-06 | Foods-Carry Out | | | | | | | XXXX | XXXX | | |
| 111 | 5812-08 | Restaurants | | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX |
| 112 | 5812-09 | Delicatessens | | XXXX | | | | | XXXX | | | |
| 113 | 5812-12 | Caterers | | | | | XXXX | | | | XXXX | XXXX |
| 114 | 5812-22 | Pizza | | XXXX | XXXX | XXXX | | XXXX | XXXX | | | XXXX |
| 115 | 5813-01 | Bars | | XXXX | XXXX | | XXXX | XXXX | XXXX | | | XXXX |
| 116 | 5813-03 | Cocktail Lounges | | XXXX | | | | | | | | |
| 117 | 5813-04 | Night Clubs | | | | | XXXX | | XXXX | | | |
| | | 5900 -- MISCELLANEOUS RETAIL | | | | | | | | | | |
| 118 | 5912-05 | Pharmacies | | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | | XXXX | XXXX |
| 119 | 5921-02 | Liquors-Retail | | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | | XXXX | |
| 120 | 5932-02 | Antiques-Dealers | | XXXX | | XXXX | XXXX | | | | | |
| 121 | 5932-22 | Thrift Shops | | | XXXX | XXXX | | | | | | |
| 122 | 5932-26 | Second Hand Stores | | XXXX | | | | XXXX | | | | |
| 123 | 5932-29 | Pawnbrokers | | XXXX | | | | XXXX | XXXX | | | |
| 124 | 5941-13 | Sporting Goods-Retail | | | | | | XXXX | XXXX | XXXX | | |
| 125 | 5941-23 | Backpacking & Mountaineering-Equip/Supl | | | | | XXXX | | | | | |
| 126 | 5941-24 | Martial Arts Supplies & Equipment | | | | | | | XXXX | | | |
| 127 | 5941-29 | Guns & Gunsmiths | | XXXX | | | XXXX | | | | | |
| 128 | 5941-31 | Fishing Tackle-Dealers | | | | | | XXXX | XXXX | | | |
| 129 | 5942 | Book stores | | | | | XXXX | | XXXX | XXXX | | |
| 131 | 5944-04 | Diamonds | | | | | | | | XXXX | | |
| 132 | 5944 | Jewelry stores | | XXXX | | | XXXX | | XXXX | XXXX | | |
| 134 | 5945 | Hobby, toy, and game shops | | XXXX | | | | | XXXX | XXXX | | |
| 139 | 5946-01 | Photographic Equip & Supplies-Retail | | | | | | | | XXXX | | |
| 140 | 5947 | Gift, novelty, and souvenir shops | | XXXX | | | XXXX | XXXX | XXXX | XXXX | | |
| 145 | 5948-01 | Luggage-Retail | | | | | | | | | | XXXX |
| 146 | 5949-02 | Fabric Shops | | | | | | | XXXX | | | |
| 147 | 5962-01 | Vending Machines | | XXXX | | | | | | | XXXX | XXXX |
| 148 | 5963 | Direct selling organizations | | | XXXX | | | | | | | |
| 150 | 5992-01 | Florists-Retail | | XXXX | | | XXXX | XXXX | XXXX | | | |
| 151 | 5993-01 | Cigar Cigarette & Tobacco Dealers-Retail | | XXXX | | XXXX | | | XXXX | | XXXX | XXXX |

| # | PRIMARY | PRIMARYLOB | GAP | Arcade St | 7th St E | Maryland Ave | Payne Av | Rice St | White Bear Av | Maplewood Mall | Concord St | Robert St |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 152 | 5994-02 | Magazines-Dealers | | | | | | | XXXX | | | |
| 153 | 5995 | Optical goods stores | | | | | | XXXX | | XXXX | | |
| 156 | 5999 | Miscellaneous retail stores, NEC | | XXXX | | | | | XXXX | XXXX | | XXXX |
| | | Division H: Finance, insurance, and real estate | | | | | | | | | | |
| 167 | 6282-07 | Mergers & Acquisitions | | | | | | | | | | XXXX |
| 168 | 6371-03 | Employee Benefit & Compensation Plans | | | | | | | | | | XXXX |
| 169 | 6411-12 | Insurance | | | XXXX | | | | XXXX | | | |
| 170 | 6531-08 | Real Estate Management | | | | | XXXX | | | | | |
| | | Division I: Services | | | | | | | | | | |
| | | 7200 -- PERSONAL SERVICES | | | | | | | | | | |
| 171 | 7212-01 | Cleaners | | XXXX | XXXX | | XXXX | | XXXX | | | |
| 172 | 7215-01 | Laundries-Self Service | | | | XXXX | XXXX | XXXX | XXXX | | | |
| 173 | 7221-01 | Photographers-Portrait | | | | | | XXXX | XXXX | | | XXXX |
| 174 | 7231-02 | Manicuring | | XXXX | XXXX | | XXXX | XXXX | XXXX | XXXX | | |
| 175 | 7231-06 | Beauty Salons | | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | | XXXX |
| 176 | 7241-01 | Barbers | | XXXX | XXXX | XXXX | XXXX | | XXXX | | | XXXX |
| 177 | 7251-02 | Shoe & Boot Repairing | | | | | | XXXX | | | | XXXX |
| 178 | 7261-03 | Funeral Directors | | XXXX | | | XXXX | XXXX | XXXX | | | |
| 179 | 7291-01 | Tax Return Preparation & Filing | | XXXX | | XXXX | | XXXX | XXXX | XXXX | | XXXX |
| 180 | 7299-03 | Escort Service-Personal | | | | XXXX | | | | | | XXXX |
| 181 | 7299-17 | Massage Therapists | | | XXXX | | | | XXXX | | | |
| 182 | 7299-24 | Credit & Debt Counseling Services | | | | | | | | | | XXXX |
| 183 | 7299-34 | Weight Control Services | | | | | | | XXXX | | | |
| 184 | 7299-43 | Tattooing | | XXXX | XXXX | | | | | | | |
| 185 | 7299-44 | Tanning Salons | | XXXX | | XXXX | | | XXXX | | | |
| | | 7300 -- BUSINESS SERVICES | | | | | | | | | | |
| 186 | 7319-08 | Distribution Services | | XXXX | | | | | XXXX | | | |
| 187 | 7322-01 | Collection Agencies | | | XXXX | | | | | | | |
| 188 | 7323-01 | Credit Reporting Agencies | | | | | | | | | | XXXX |
| 189 | 7331-01 | Mailing & Shipping Services | | | | | | | XXXX | | | |
| 190 | 7334-03 | Copying & Duplicating Service | | | | | | | XXXX | | | |
| 191 | 7335-01 | Photographers-Commercial | | | | | | | | | | XXXX |
| 192 | 7336-07 | Calligraphers | | | | | | | | | | XXXX |
| 193 | 7338 | Secretarial & court reporting | | | | | | | | | | XXXX |
| 195 | 7342-01 | Pest Control | | | | | | XXXX | | | | XXXX |
| 196 | 7349 | Building maintenance services, nec | | | | XXXX | XXXX | XXXX | XXXX | | | |
| 198 | 7359 | Equipment rental & leasing, nec | | XXXX | | | | XXXX | XXXX | | | |
| 200 | 7361-03 | Employment Agencies & Opportunities | | | | | | | XXXX | | | XXXX |
| 201 | 7363-04 | Employment Contractors-Temporary Help | | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | | | XXXX |
| 202 | 7371 | Computer programming services | | | | | | | | | | XXXX |
| 204 | 7373-03 | Cad Systems & Services | | | | | | | | | | XXXX |
| 205 | 7374-15 | Internet Service | | | | | | | | | | XXXX |

| # | PRIMARY | PRIMARYLOB | GAP | Arcade St | 7th St E | Maryland Ave | Payne Av | Rice St | White Bear Av | Maplewood Mall | Concord St | Robert St |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 206 | 7379-04 | Computers-Networking | | | | | | | XXXX | XXXX | | |
| 207 | 7384-01 | Photo Finishing-Retail | | | | | | | XXXX | | | |
| 208 | 7389-02 | Interior Decorators Design & Consultants | | XXXX | | | | | | | | |
| 209 | 7389-20 | Translators & Interpreters | | | | XXXX | | | XXXX | | | |
| 210 | 7389-31 | Convention & Meeting Facilities & Svc | | XXXX | | | | | | | | |
| 211 | 7389-39 | Conference Centers | | | | | | | XXXX | | | |
| 212 | 7389-47 | Recording Studios | | | | | | | XXXX | | | |
| 213 | 7389-59 | Information & Referral Svcs | | | | | XXXX | | | | | |
| 214 | 7389-88 | Packaging Service | | | | | | | XXXX | | | |
| | 7500 -- AUTO REPAIR, SERVICES, AND GARAGES | | | | | | | | | | | |
| 215 | 7513-03 | Truck Renting & Leasing | | | | | | XXXX | XXXX | | | |
| 216 | 7514-01 | Automobile Renting & Leasing | | | | | | | | | | XXXX |
| 217 | 7532-01 | Automobile Body-Repairing & Painting | | XXXX | XXXX | | XXXX | | XXXX | | | XXXX |
| 218 | 7532-04 | Automobile Restoration-Antique & Classic | | XXXX | | | | | | | | |
| 219 | 7533-01 | Mufflers & Exhaust Systems-Engine | | | | | | | XXXX | | | |
| 220 | 7537-01 | Transmissions-Automobile | | XXXX | XXXX | | | XXXX | XXXX | | | |
| 221 | 7538 | General automotive repair shops | | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | | XXXX | XXXX |
| 224 | 7539-01 | Automobile Radiator Repairing | | | XXXX | | | XXXX | | | | |
| 225 | 7539-08 | Alternators & Generators-Automotive-Rpr | | XXXX | | | | | | | | |
| 226 | 7539-14 | Brake Service | | XXXX | | | | | | | | |
| 227 | 7539-19 | Carburetors | | | | | | | XXXX | | | |
| 228 | 7542-01 | Car Washing & Polishing | | | | | | XXXX | XXXX | | | XXXX |
| 229 | 7542-03 | Automobile Detail & Clean-Up Service | | XXXX | XXXX | | | | | | | |
| 230 | 7549-03 | Automobile Lubrication Service | | XXXX | | | | | XXXX | | | |
| 231 | 7549-07 | Automobile Diagnostic Service | | XXXX | | | | | | | | |
| | 7600 -- MISCELLANEOUS REPAIR SERVICES | | | | | | | | | | | |
| 232 | 7629-02 | Appliances-Household-Major-Repairing | | XXXX | | | XXXX | | | | | |
| 233 | 7631-03 | Clocks-Repairing & Parts | | | | XXXX | | | | | | |
| 234 | 7641 | Reupholstery and furniture repair | | XXXX | | | XXXX | XXXX | | | | |
| 236 | 7692-03 | Welding | | XXXX | | | XXXX | | | | | |
| 237 | 7699-02 | Plumbing Drain & Sewer Cleaning | | | | | | XXXX | | | | |
| 238 | 7699-13 | Pianos-Tuning Repairing & Refinishing | | XXXX | | | | | | | | XXXX |
| 239 | 7699-59 | Leather Goods-Repairing | | | | | | | | XXXX | | |
| 240 | 7699-62 | Locks & Locksmiths | | | | | | | XXXX | | | |
| | 7800 -- MOTION PICTURES | | | | | | | | | | | |
| 241 | 7832-01 | Theatres | | | | | | | XXXX | | | |
| 242 | 7841-02 | Video Tapes & Discs-Renting & Leasing | | XXXX | | | XXXX | XXXX | XXXX | | | |
| | 7900 -- AMUSEMENT & RECREATION SERVICES | | | | | | | | | | | |
| 243 | 7911-01 | Dancing Instruction | | | XXXX | | | | XXXX | | | |
| 244 | 7922-07 | Theatres-Live | | | | | | | XXXX | | | XXXX |
| 245 | 7922-12 | Theatrical Equipment & Supplies | | | XXXX | | | | | | | |
| 246 | 7929-05 | Entertainment Bureaus | | XXXX | | | | | XXXX | | | |

| # | PRIMARY | PRIMARYLOB | GAP | Arcade St | 7th St E | Maryland Ave | Payne Av | Rice St | White Bear Av | Maplewood Mall | Concord St | Robert St |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 247 | 7933-01 | Bowling Centers | | | | | | | XXXX | | | |
| 248 | 7993-01 | Amusement Devices | | | | | | XXXX | | | | |
| 249 | 7996-01 | Amusement Places | | | | | | | | XXXX | | |
| 250 | 7997-08 | Baseball Clubs | | | | | | XXXX | | | | |
| 251 | 7999-35 | Halls & Auditoriums | | XXXX | | | XXXX | | XXXX | | | |
| 252 | 7999-45 | Martial Arts Instruction | | XXXX | XXXX | | | | XXXX | | | |
| 253 | 7999-65 | Mountain Climbing Instruction | | | | | XXXX | | | | | |
| | | 8000 -- HEALTH SERVICES | | | | | | | | | | |
| 254 | 8011-01 | Physicians & Surgeons | | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | | XXXX | XXXX |
| 255 | 8011-04 | Clinics | | XXXX | | | XXXX | XXXX | | | XXXX | XXXX |
| 256 | 8021-01 | Dentists | | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | XXXX | |
| 257 | 8041-01 | Chiropractors DC | | XXXX | | XXXX | XXXX | XXXX | XXXX | | | XXXX |
| 258 | 8042-01 | Optometrists OD | | | | | | XXXX | XXXX | XXXX | | |
| 259 | 8043-01 | Podiatrists | | | | | | | XXXX | | | |
| 260 | 8049 | Offices of health practitioners, nec | | | | | | | XXXX | | | |
| 263 | 8051 | Skilled nursing care facilities | | | XXXX | | | | XXXX | | | |
| 265 | 8072-01 | Laboratories-Dental | | XXXX | | | XXXX | XXXX | | | | XXXX |
| 266 | 8082-01 | Home Health Service | | | | | | XXXX | | | | |
| 267 | 8099 | Health and allied services, nec | | | | | | | XXXX | | | XXXX |
| | | 8100 -- LEGAL SERVICES | | | | | | | | | | |
| 269 | 8111-03 | Attorneys | | XXXX | XXXX | | XXXX | | XXXX | | | XXXX |
| 270 | 8111-15 | Legal Research | | | | | | XXXX | | | | |
| | | 8200 -- EDUCATIONAL SERVICES | | | | | | | | | | |
| 271 | 8299-31 | Training Programs & Services | | | | | | | | | | XXXX |
| | | 8300 -- SOCIAL SERVICES | | | | | | | | | | |
| 273 | 8322 | Individual and family services | | | | | | | XXXX | | | XXXX |
| 274 | 8399-98 | Non-Profit Organizations | | | | | | XXXX | | | | |
| | | 8600 -- MEMBERSHIP ORGANIZATIONS | | | | | | | | | | |
| 275 | 8641-02 | Veterans' & Military Organizations | | XXXX | XXXX | | | | | | | |
| | | 8700 -- Engineering, Accounting, Research, Management, and Related Services | | | | | | | | | | |
| 276 | 8710 | Engineering & Architectural and Surveying Services | | XXXX | XXXX | | | | | | | XXXX |
| 280 | 8721 | Accounting, auditing, & bookkeeping | | XXXX | XXXX | | | XXXX | XXXX | | | XXXX |
| 282 | 8732 | Commercial nonphysical research | | | | | | | XXXX | XXXX | | |
| 284 | 8742-01 | Business Management Consultants | | XXXX | | | | | | | | XXXX |
| 285 | 8748 | Business consulting, nec | | | | | XXXX | | | | | XXXX |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |