



# NORTHSIDE JOB CREATION TEAM

Business Park Task Force

---

FINAL REPORT - MAY 2015

**PREPARED FOR:**

NORTHSIDE JOB CREATION TEAM

**FACULTY ADVISOR:**

NEERAJ MEHTA

**TEAM MEMBERS:**

LEILA BUNGE  
ALYSSA KELLEY  
DREW INGVALSON  
SEAN O'NEIL

Humphrey School of Public Affairs  
University of Minnesota  
May 2015

# TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	4
CURRENT STATE OF THE INDUSTRIAL SECTOR.....	5
FUTURE OF THE MINNEAPOLIS INDUSTRIAL SECTOR.....	9
ZONING ANALYSIS.....	15
LITERATURE REVIEW OF JOB CREATION STRATEGIES.....	22
ALL POTENTIAL SITES.....	27
SITE CONCLUSIONS.....	61
FINAL THOUGHTS.....	64
APPENDIX A - REFERENCES.....	66
APPENDIX B - TABLES.....	68
APPENDIX C - COUNTY BUSINESS DATA.....	72

# EXECUTIVE SUMMARY

This report addresses options for increasing the living wage employment opportunities for North Minneapolis residents. Through siting a business park in North Minneapolis, and bringing other living wage employers to the area, it is the hope that 1,000 living wage jobs will be brought to North Minneapolis by 2019. In partnership with the Northside Job Creation Team (NJCT), which is a collaboration of major stakeholders including the University of Minnesota's Urban Research and Outreach-Engagement Center, City of Minneapolis, the Minnesota Department of Employment and Economic Development, and other local community development, business, and faith communities, our student group assessed the strengths and weaknesses of eight potential sites in an effort to determine recommendations for the potential redevelopment opportunities at each location.

Our group approached this project through multiple methods, always keeping in mind the short and long-term goals, how each development could benefit Northside residents, and the feasibility of each of the potential sites. We conducted a literature review of job creation strategies for inner cities and analyzed employment and industry trends to project potential future growth. We paired this with a zoning analysis of the current industrial zoning code in the City of Minneapolis and compared it with case studies of other cities with an industrial/business park zoning category. Finally, we identified potential sites by analyzing each site's ownership, size, zoning and land use, neighboring uses, community plans, vacancy, estimated property attainment cost, environmental cleanup, and transportation access. Based on this information, we then provided recommendations for future development opportunities in North Minneapolis.

The last section of the report contains a summary of the sites and recommendations for how NJCT can best take advantage of these sites in developing a business park for job creation through both short and long term strategies. Based on our research and findings, a summary of our recommendations for potential business park sites are the following:

- Upper Harbor Terminal
- The Area North of Kemps
- Bassett Creek Valley

In addition, we identified potential sites for a maker's district based on their current ownership and surrounding land use. Sites researched for a maker's district include:

- North 44th Avenue and Lyndale Avenue North
- Plymouth Avenue North and Penn Avenue North

Lastly, we identified sites that have development opportunities, but are not currently owned by a public agency, and therefore development on these sites likely will be driven by the market. They include:

- North 49th Avenue and Xerxes Avenue in Brooklyn Center
- Oak Lake Avenue and North 7th Avenue
- Plymouth Avenue North and North Washington Avenue

While this project's main goal was to identify potential sites for a business park, our group found that reviewing literature on the topic of job creation strategies was an essential part of our approach. The literature review revealed the importance of initiatives that focus on the retention and expansion of existing businesses, in comparison to the relocation of outside companies that may not have the same investment in the community. In addition, no matter what type of development occurs, it should be approached through a comprehensive and coordinated effort between NJCT and other stakeholders. Lastly, keeping in mind that development does not guarantee an increase in the employment rate of Northside residents, it may be pertinent for decision makers to pursue additional mechanisms that can ensure the business park benefits Northside residents.



# CURRENT STATE OF THE INDUSTRIAL SECTOR

SOURCE: [WWW.FANTASYSTOCK.DEVIANTART.COM](http://WWW.FANTASYSTOCK.DEVIANTART.COM)

# CURRENT STATE OF THE INDUSTRIAL SECTOR

## CITYWIDE

Industrial land uses have traditionally included industries such as manufacturing, transportation, warehousing, distribution, and utilities ranging from light to heavy uses; however, the definition and need of industrial land and employment is changing. Today, industrial employment means high-wage jobs that contribute to the city's economic growth. Industrial land can accommodate laboratories and flex space just as much as it can accommodate warehouses. Industrial uses can describe a wide range of activities and scales of production, including the manufacturing, designing, and repairing of goods and materials.

### *Industrial Employment in Minneapolis*

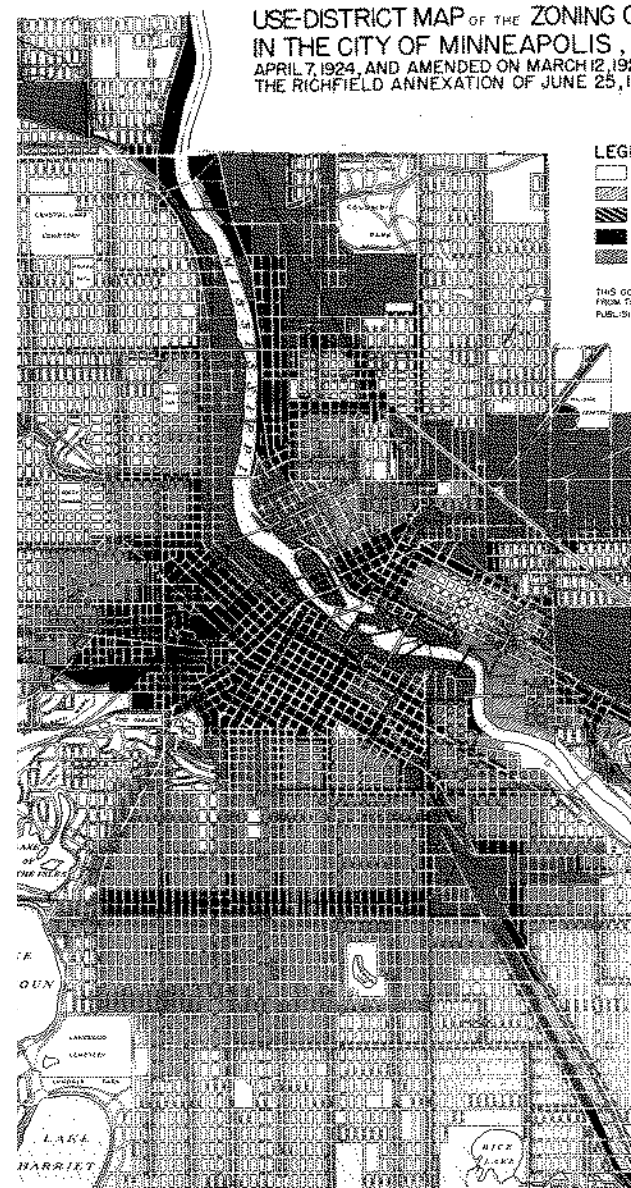
Industrial sector jobs, such as construction, manufacturing, and information industries typically provide living-wage salaries. Unfortunately, industrial employment in Minneapolis and a study conducted in 2006 by the City of Minneapolis found that employment declined by almost -27,000 jobs (-9%) and approximately half of the jobs lost between 2000 and 2004 were industrial.<sup>1</sup>

Also found in the study are critical reasons for supporting industrial employment in Minneapolis:

- The industrial sector has a long-standing history of providing living-wage jobs accessible to people with less than a four-year education
- Industrial jobs have the potential to drive economic growth due to commercializing university research, which leads to spin-off companies, and people in these jobs earn higher incomes and spend a portion within the local economy
- Offers economic diversity that helps Minneapolis weather market cycles

### *Industrial Land and Building Supply in Minneapolis*

The City of Minneapolis defines industrial land according to zoning and land use. The primary industrial districts are light (I1), medium (I2), and general (I3) industrial. There has been a general decline of industrially zoned land in Minneapolis. An important factor involved in the diminishing amount of industrial-zoned land is the Industrial Living Overlay District (ILOD). ILODs “encourage the rehabilitation and reuse of existing industrial structures to provide for limited residential and retail uses in the I1 and I2 Industrial Districts,” such as in the North Loop and Warehouse District<sup>1</sup>. Areas that fall under an ILOD encompass 11% of all industrial-zoned land. Market pressure has been driving the recent surge in industrial to residential conversions because of growing buyer preference for urban living, as



## LEGEND:

- RESIDENCE
- MULTIPLE
- COMMERCIAL
- LIGHT INDUSTRIAL
- HEAVY INDUSTRIAL

THIS COMPOSITE MAP REPRODUCED FROM THE ZONING MAPS OFFICIALLY PUBLISHED APRIL 7, 1924; MAR. 14, 1929.

Source: City of Minneapolis, 1924

Source: City of Minneapolis, 2008

seen in areas such as the Warehouse District. While these conversions make use of unused vacant buildings, “new businesses are more likely to consider Minneapolis when the City is able to maintain a stable and available supply of industrial land”<sup>1</sup>. The Minneapolis City Council adopted the following policy recommendations to support industrial land and employment opportunities in Minneapolis:

- Strengthen the policy statement in the Minneapolis Plan to clearly define employment districts
- Revise the Minneapolis Plan to clarify that Industrial Business Park Opportunity Areas (IBPOA) are prioritized for industrial use
- Clearly define boundaries of Industrial Business Park Opportunity Areas in the Minneapolis Plan
- Set aside at least half of the available industrial business assistance for targeted industrial employers

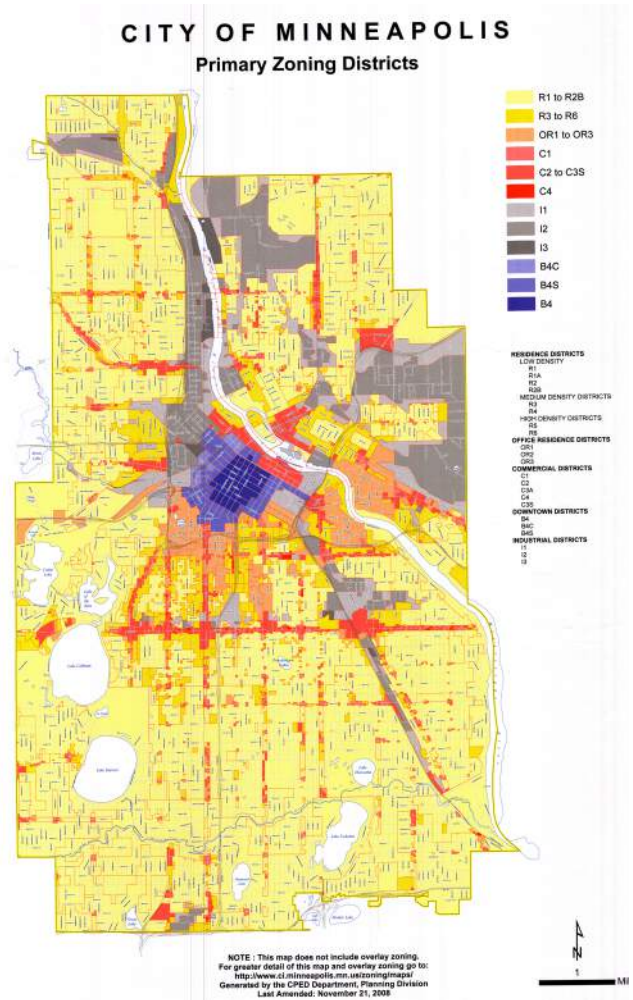
### NORTH MINNEAPOLIS

North Minneapolis has a rich history of manufacturing and retail industries. Yet, while the population and the number of jobs available in Minneapolis as a whole have increased, North Minneapolis neighborhoods have seen a decline in both population and industrial industries that once provided living-wage jobs. This has placed further constraints on these neighborhoods. These constraints have materialized through vacant storefronts and land, poverty, and unemployment. In addition, “recent zoning and land use changes have impacted economic development and business expansion opportunities”<sup>2</sup>.

#### Industrial Employment in North Minneapolis

Similar to the general trend citywide, North Minneapolis also saw a decline in industrial employment. According to the Promoting Economic Development in North Minneapolis through Land Use Policy report, between 2002 and 2009 there was a 15% decrease in jobs in the 55411 and 55412 zip codes and most of those jobs lost were in construction

(-60%), wholesale trade (-42%), and manufacturing (-34%) jobs. In addition, North Minneapolis population declined by 15% between those years, specifically with younger, middle aged workers. In 2002, about 40% of workers earned greater than \$3,333 per month and by 2009 this had dropped by 33%. Utilities, manufacturing, management,



**TABLE 1. VACANT AND INDUSTRIAL LAND IN MINNEAPOLIS**

Current Land Use-Minneapolis	Number of Properties	Acres	Average Parcel Size	% of Total in Mpls
Industrial	765	2040.3	2.67	100%
Vacant Industrial	711	954.88	1.34	100%

Current Land Use-Camden	Number of Properties	Acres	Average Parcel Size	% of Total in Mpls
Industrial	39	201.25	5.16	10%
Vacant Industrial	82	140.21	1.71	15%

Current Land Use -Near North	Number of Properties	Acres	Average Parcel Size	% of Total in Mpls
Industrial	130	243.29	1.87	12%
Vacant Industrial	103	83.23	0.81	9%

food service and professional services, among others, all experienced a decline in the number of workers employed in the area. “The most significant drops were in utilities and management, which experienced declines of 91% and 71% respectively”<sup>2</sup>.

### ***Industrial Land Availability in North Minneapolis***

Table 1 below is a summary of current industrial land use in Minneapolis citywide and in North Minneapolis, defined as the Camden and Near North sections of Minneapolis. Approximately 26% of the vacant industrial land in the City is in North Minneapolis, illustrating that there is a great deal of underutilized industrially zoned land. The properties selected as vacant industrial may be completely undeveloped or may also contain surface parking lots; in either case, they may not be fulfilling the best and highest use for the land.

While North Minneapolis has vacant land available, a large portion of this vacant land is not zoned industrial. This is partly due to a decline in industrial land use and an increase in residential land use. In addition to the ILOD conversions, rezoning of industrial to other categories and the complete removal of industrial land have also led to the decrease in available industrial land. The Bassett Creek Valley Master Plan and the West Broadway Rezoning Study are plans that rezoned previous industrial land use to residential and commercial uses. The construction of Interstate-94 removed a large section of land zoned as industrial in North Minneapolis. Furthermore, some industrial zoned parcels at the Upper Harbor Terminal site are slated to become parkland.

In addition to the decline in industrial land, there are vacancies on land that is zoned commercial. As indicated by a 2012 study looking at land vacancy along West Broadway and Upper Harbor Terminal, “of the total vacant properties or storefronts, 36% are zoned C1, a Neighborhood Commercial District. Another 16% of the vacancies are zoned as C3S or as a Community Shopping District. The remaining 41% of vacancies are classified as OR2 or High Density Office Residence District” (CURA, 2012). Although these are high percentages of land vacancy, the findings from Steve Peyton’s real estate inventory of vacant land in North Minneapolis in 2014 showed the following<sup>3</sup>:

- There are a limited number of properties currently listed as available.
- There is a lack of available contiguous vacant property.
- There is limited potential for large industrial relocation without significant infrastructural investment or environmental clean up.



A photograph of a modern industrial building facade. The building features large windows, concrete panels, and a prominent entrance area with a glass door and windows. The number '209' is visible above the glass door. The building is set against a clear blue sky. A green semi-transparent banner is overlaid across the top portion of the image, containing the title text.

# FUTURE OF THE MINNEAPOLIS INDUSTRIAL SECTOR

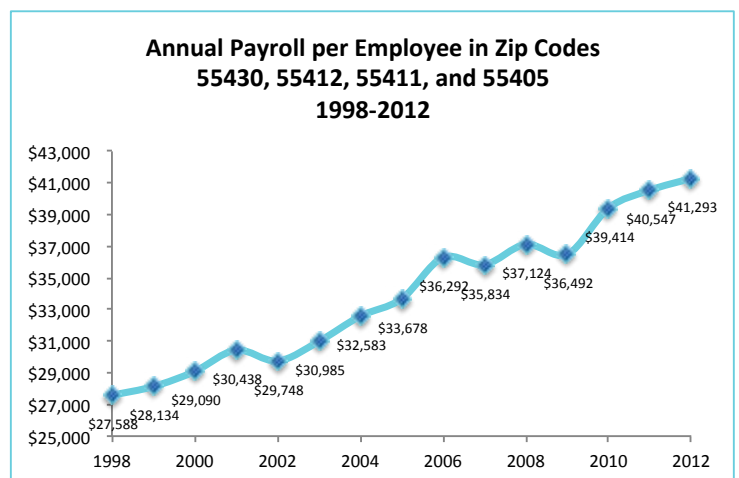
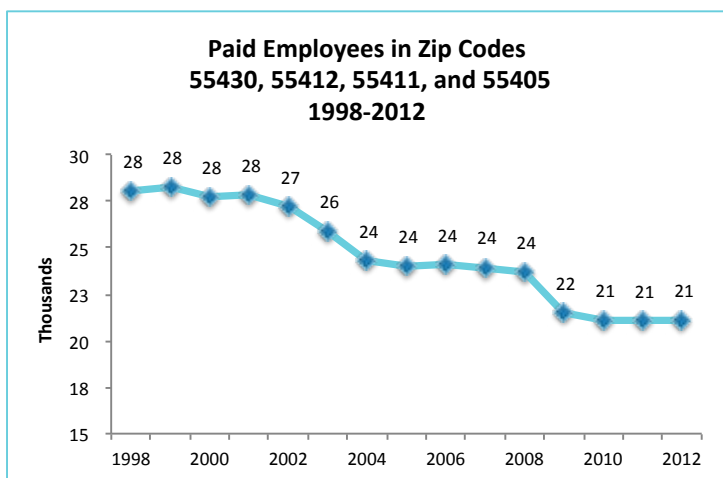
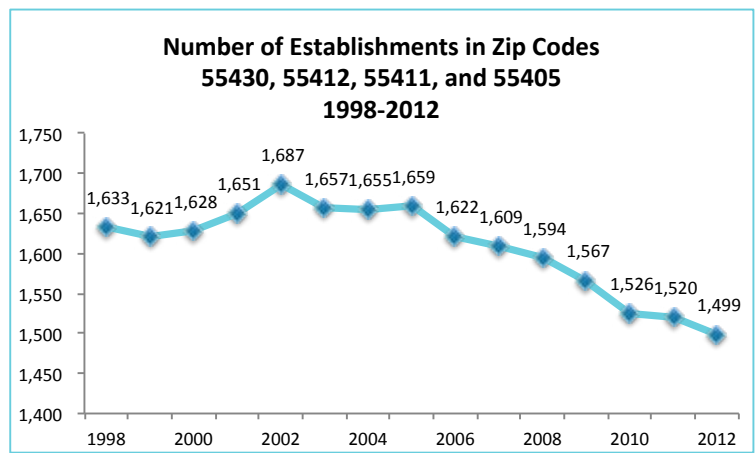
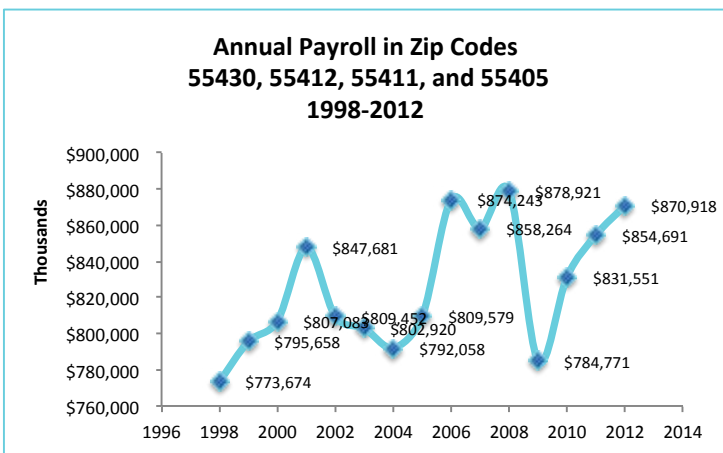
SOURCE: [WWW.NU-LINECONSTRUCTION.COM](http://WWW.NU-LINECONSTRUCTION.COM)

# FUTURE OF THE INDUSTRIAL SECTOR

## EMPLOYMENT TRENDS IN NORTH MINNEAPOLIS

County Business Pattern data were analyzed to identify and assess trends in employment and other related measures, including the changes in the number of business establishments and in annual payroll. Because County Business Pattern (CBP) data is available at the zip code level, four distinct zip codes were included in our analysis: 55430, 55412, 55411, and 55405<sup>1</sup>. For each of these four areas, data for the number of total establishments, the total number of paid employees, and the total annual

payroll were downloaded from the CBP website. Using these figures, the annual payroll per paid employee was then calculated. Trends in the data were then identified; changes in the four measures between 1998 and 2012 (the last year for which data are available) were calculated for each zip code separately and then combined for the entire Northside. Trends in the four measures are seen in the graphs below.



<sup>1</sup>It is important to note the study area encompassed by the zip codes 55430, 55412, 55411, and 55405 expands beyond the geographic boundaries of North Minneapolis. Though it includes the northernmost neighborhoods of the Northside, zip code 55430 also includes parts of the City of Brooklyn Center. Similarly, zip code 55405 includes the southernmost neighborhoods of North Minneapolis, but also extends into other parts of the City, including the Kenwood neighborhood. These are important elements to consider, as these areas adjacent to the Northside are different from it in some critical regards. Despite these differences, however, the authors thought it was important to assess the information from all four zip codes, as eliminating the two outer areas would eliminate significant portions of North Minneapolis from the analysis.

When examining the areas contained within all four zip codes, the number of employment establishments has decreased over time, except for the period between 1999 and 2003, during which there was a slight upswing in the number of establishments. Between 1998 and 2012, the total number of establishments decreased by 8.21%, falling from 1,633 to 1,499.

The number of establishments has not decreased to the same extent across the four zip codes, however. During the same period, three area codes saw the number of establishments decrease less than the overall trend of decline: 55411 saw a 2.86% decrease (from 455 to 422 establishments); 55412 experienced a decrease of 2.83% (212 to 206 establishments); and 55405 withstood a 4.27% decrease (492 to 471). On the other hand, the number of establishments within 55430 (much of this zip code area is located in Brooklyn Center) declined much more significantly. The area saw their number of establishments drop nearly 20% from 474 in 1998 to 380 in 2012.

Like the number of establishments, the number of paid employees has also steadily decreased between 1998 and 2012. However, unlike the change in establishments, there has been no uptick, however slight, in the number of paid employees. Rather, the decline in the number of employees has been continuous and more drastic: the overall decrease over the same time period has been 24.79% (28,044 to 21,091 employees). The decrease in the number of paid employees across zip codes is also more evenly distributed than the decrease in establishments. In 55412, the number of employees declined by nearly 20% (from 2,455 to 1,965); in 55405, it decreased by nearly 30% (from 6,320 to 4,429); and in 55430, it dropped by 34% (10,458 to 6,916). Though there was still a decrease in the number of employees in 55411, it accounted for a much smaller change there than in the other three zip codes: it only fell by 11.69% (8,811 to 7,781).

The change in annual payroll does not follow the same trends of decline exhibited by the decreasing numbers of establishment and paid employees. Instead, charting the changes in annual payroll produces a graph in which the trend line fluctuates significantly. Annual payroll increased steadily between 1998 and 2001, experienced a significant upswing between 2004 and 2006, had a slight increase between 2007 and 2008, and increased steadily again between 2009 and 2012. During the remaining years, annual payroll figures decreased. Considering the initial and final figures, annual payroll increased between 1998 and 2012 by 12.57% from \$773 million to \$870 million.

Percent changes in annual payroll in each zip code largely reflect the changes for the entire area, except within 55405,

which saw an increase of payroll of only 0.64%. In 55411, there was a 19.83% increase (\$264 million to \$317 million); in 55412, there was a 16.35% increase (\$61 million to \$71 million); and in 55430, there was a 12.48% increase (\$269 million to \$303 million). The latter three trends were more consistent for the overall trend for the area, which was an increase of 12.57% (\$773 million to \$870 million).

The amount of annual payroll per paid employee generally has climbed since 1998 with only a few slight reductions in 2002, 2007, and 2009. The overall increase of 49.68% has raised annual payroll per employee from \$27,588 in 1998 to \$41,293 in 2012. This increase is larger than what would be caused by inflation alone: between 1998 and 2012, the inflation rate would have accounted for 33% of the increase experienced. Viewed in another light, if the increase in wages were due to inflation alone, payroll per employee in 2012 would have amounted to \$38,859 - an amount more than \$2,000 less than the actual average annual payroll per employee. So though both the number of establishments and the number of paid employees within the four zip codes were declining, the amount of payroll issued to each employee was actually increasing overall between 1998 and 2012.

These data are important to consider for the information they provide alone, but also for the calculations that can be performed when combining the CBP data with other datasets, namely the Census' employment inflow and outflow data. Using these two datasets, it is estimated that in 2011, employees who both work at establishments within the four zip codes and who live within the same area earned approximately \$52.8 million. This means that there is the potential for that \$52.8 million to remain effectively on the Northside, as it is going back to residents who live there, rather than in other parts of the City or in other parts of the Metro area.

Arrival at this figure was made through a few calculations:

1. Using Census data regarding employment inflow and outflow data, the total number of people who both reside and work within the 55430, 55411, 55412, and 55405 zip codes was determined.
2. Total annual payroll in each zip code was then divided by the number determined in step 1.
3. This number, payroll amount per employee, from each of the zip codes, was then added together. See the chart below.

**TABLE 2. ANNUAL PAYROLL FOR 2011 IN NORTH MINNEAPOLIS**

Zip Code	Live and Work within the Area (2011)	Annual Payroll for all Establishments (2011)	Payroll Earned per Employee	Payroll Earned for all Resident Employees
55430	445	\$314,000,000	\$43,720.41	\$19,455,583
55411	522	\$301,667,000	\$39,604.44	\$20,673,516
55412	151	\$69,340,000	\$37,339.80	\$5,638,309
55405	185	\$169,684,000	\$38,364.01	\$7,097,341
<b>Total</b>				<b>\$52,864,750</b>

What would happen if the Northside Job Creation Team were successful in meeting their goal of bringing 1,000 jobs to North Minneapolis for North Minneapolis residents? By using the same basic formula, it is estimated that the initial \$52.8 million can be enhanced significantly - by 75% - to over \$92.6 million! Not only would the money generated contribute to the lives of those who earned it, it could also be infused into the local economy, be spent on businesses in North Minneapolis, and cause a significant trickle down effect in the area. For the complete dataset, please consult the appendix.

**TABLE 3. PROJECTED PAYROLL FOR 2019**

Zip Code	Live and Work within the Area (2019 Projected)	Annual Payroll for all Establishments (2011)	Payroll Earned per Employee	Payroll Earned for all Resident Employees
55430	695	\$314,000,000	\$43,720.41	\$30,385,686
55411	772	\$301,667,000	\$39,604.44	\$30,574,626
55412	401	\$69,340,000	\$37,339.80	\$14,973,258
55405	435	\$169,684,000	\$38,364.01	\$16,688,343
<b>Total</b>				<b>\$92,621,913</b>

## Cluster Analysis

When assessing the potential for developing industry in North Minneapolis, it is critical to understand the economic landscape of the larger region. One way to do so is through cluster analysis. According to the US Cluster Mapping website, a cluster is “a regional concentration of related industries that arise out of the various types of linkages or externalities that span across industries in a particular location.” The potential for industry in North Minneapolis can be better understood by analyzing the clusters that currently exist within the greater Minneapolis metropolitan area, by identifying industries that support or complement those clusters, and by identifying opportunities for filling market gaps or supply chain inefficiencies within them.

Though there are many clusters that exist within the greater metro area, we have chosen to highlight three because of their low barriers to entry for Northside residents, their high employment rank within the United States, their wage levels, and their sustained or projected increases in employment. These clusters include food processing and manufacturing, medical device manufacturing, and apparel.

### Food Processing and Manufacturing

In 2012 (the most recent year for which cluster data is available), over 13,000 people were employed within the food processing and manufacturing industries in the Minneapolis, Saint Paul, and Bloomington MSA. This cluster is ranked 5th in the United States based on employment specialization<sup>ii</sup>. The average wage for employees within the cluster was \$49,971 - approximately 8.3% higher than the average wage for food processing and manufacturing employees within the entire United States. While the cluster as a whole has not experienced significant job creation between 1998 and 2012, many of its subclusters have and are projected to experience continued growth.

The following subclusters all experienced growth in employment between 1998 and 2012: packaged fruits and vegetables, specialty foods and ingredients, baked goods, malt beverages, wineries, and sugar refining have all experienced. This growth surpassed job creation projections based on the national cluster environment. In fact, job losses were even projected for the packaged fruits and vegetables, baked goods, and malt beverages industries, but did not occur. Though the region’s average wages for malt beverage employees are less than the national average (\$50,145 as compared to \$54,698), the opposite scenario is found for baked goods and packaged fruits and vegetables. For baked goods industry employees, the regional average wage is \$44,371 - slightly higher than the national average of \$41,100; for packaged fruits and vegetable industry

employees, the difference is much more significant. Nationally, the average wage is \$43,970, but regionally, the average is \$68,963.

Because of the continued growth of these subclusters and the relatively high wages they provide employees, especially the packaged fruits and vegetables subclusters, the food processing and manufacturing cluster may be a particularly viable option to develop in North Minneapolis.

### Medical Devices

In 2012, just fewer than 13,000 people in the region were employed in the medical devices cluster. This cluster, ranked 3rd in the United States based on employment specialization, has experienced significant and unanticipated gains in employment since 1998. While only a meager 55 jobs were projected to be added to the cluster, over 1,200 jobs actually have been created, bringing total employment to 13,435. The average wages for employees within the cluster across the country are also relatively high (\$64,493), but are even higher within the local cluster (\$70,855). Industries within this cluster include dental equipment and supplies manufacturing, surgical and medical instruments, appliances, and supplies manufacturing, and optical lens and instrument manufacturing. For the same reasons highlighted in the food processing and manufacturing cluster analysis - high wages, sustained growth, and existing firms - the medical devices cluster could be one that is developed and expanded in North Minneapolis.

### Apparel

Just fewer than 1,300 people were employed in the apparel industry in 2012. Ranked 11th in employment specialization within the country, the apparel industry in the Minneapolis, Saint Paul, and Bloomington MSA has bucked the trends anticipated for it. Expected to lose close to 1,000 jobs between 1998 and 2012, the cluster actually added employment, including 403 positions in the accessories and specialty apparel subcluster, which includes cut and sew apparel manufacturing, glove, mitten, hat, and cap manufacturing, and fur and leather apparel manufacturing. The average wage for local cluster employees (\$28,222) is higher than the national average (\$26,398). Though its average wages are not as high as those in the other two clusters featured, this cluster still may be an option for North Minneapolis. Its low barrier to entry for employees may allow some residents to obtain gainful employment and experience that can stabilize their income and then springboard them into higher-paying positions.

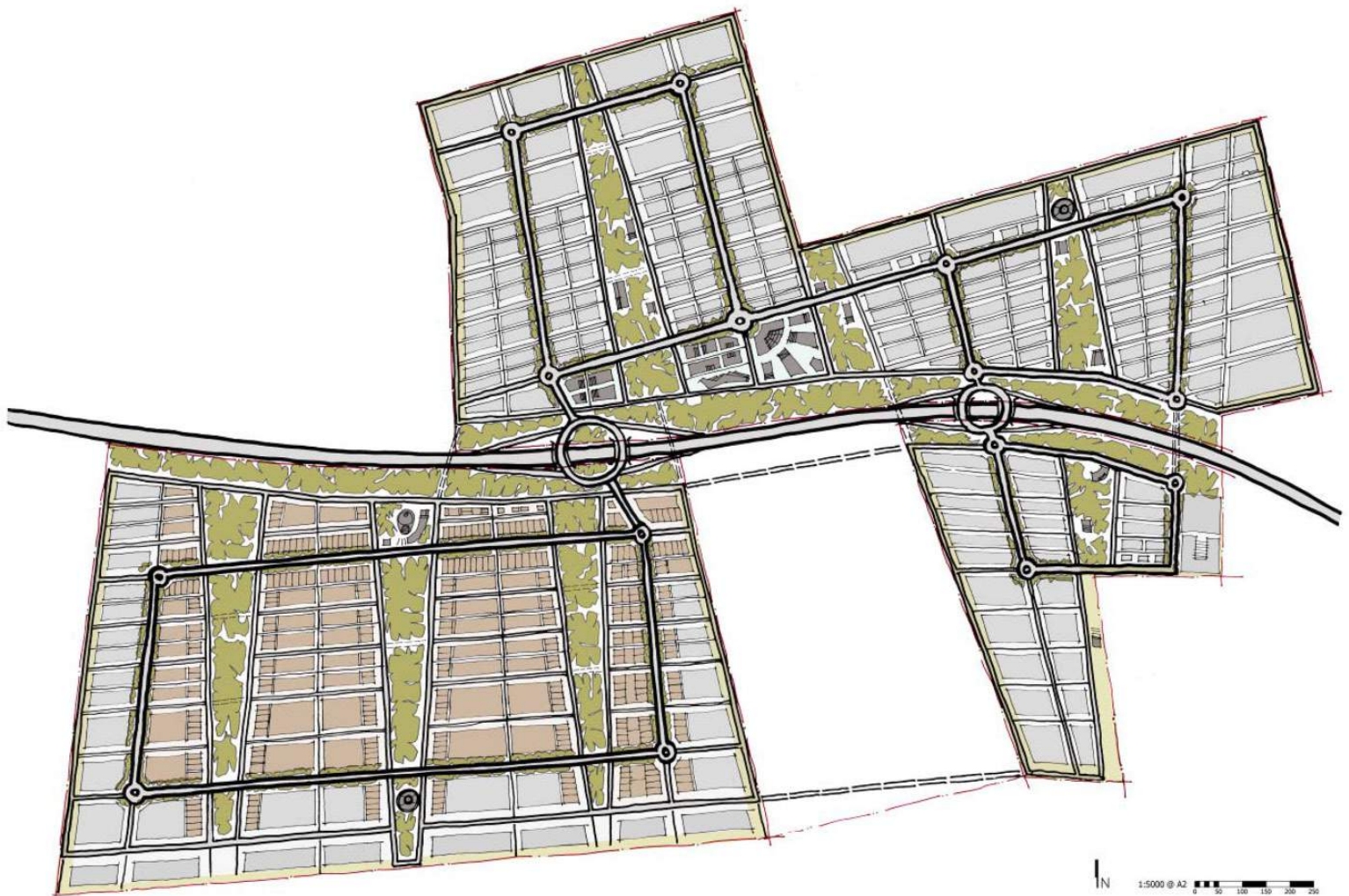
### *Further Explained*

In addition to the reasons listed above, which explain why these clusters would benefit North Minneapolis - sustained and anticipated growth, high wages, low barriers to entry - it should be noted that the clusters could benefit substantially from North Minneapolis. North Minneapolis offers significant location advantages, such as proximity to downtown Minneapolis, Interstate highway 94 and other transportation infrastructure, and concentrations of other businesses. These location advantages are especially important for production establishments that need to transport their supplies in and their products out and firms looking to employ just-in-time manufacturing and warehousing approaches. Food processing and manufacturing, medical device manufacturing, and apparel manufacturing are three industry clusters that could capitalize on these location advantages that the Northside offers and provide residents with more options for gainful employment.

---

<sup>ii</sup> According to the US Cluster Mapping website, to be considered to have high employment specialization, a cluster must meet these criteria: “the location quotient of cluster employment must be greater than the 75th percentile when measured across all economic areas within the country; the location quotient of cluster employment must be greater than 1.0, the share of national cluster employment greater than the 25th percentile, and the share of national cluster establishments greater than the 25th percentile.” The location quotient is the ratio of a certain industry’s share of employment within a specific region compared to the same industry’s share of employment nationally. An LQ measure of 1 or greater indicates specialization within a region.

# ZONING ANALYSIS & COMPARISON



SOURCE: WWW.WORDPRESS.COM

# ZONING ANALYSIS & COMPARISON

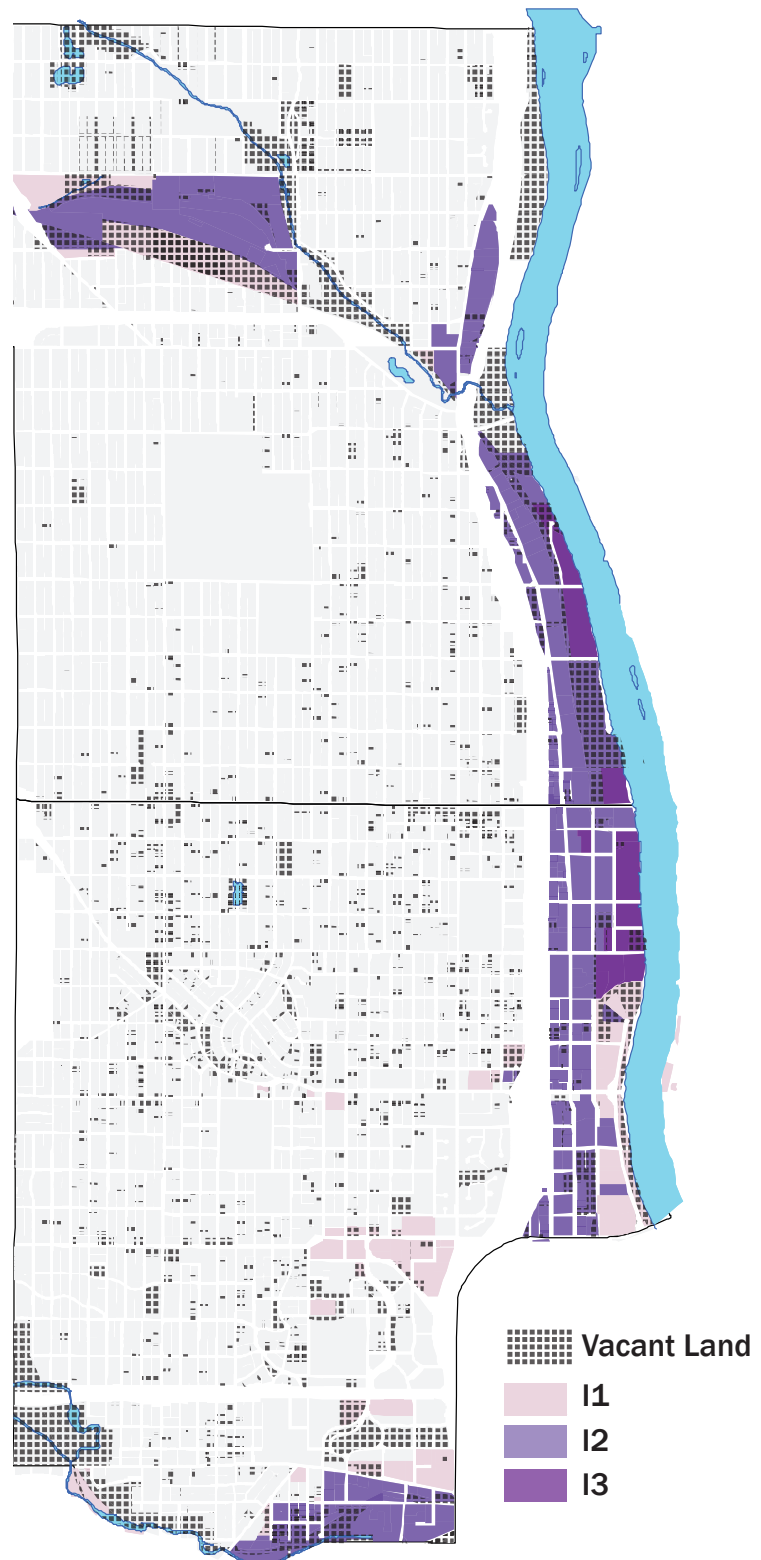
Together, the lack of contiguous, available industrial land, the necessity and expense of environmental cleanup, and the infrastructure investment required for potential sites place a significant constraint on citing a business park in North Minneapolis. In addition, changes in the industrial market may require more specificity than what the current City of Minneapolis zoning code for industrial businesses allows. A change in the zoning code could be in the form of either a text amendment or a new zoning district to accommodate what the City envisions for industrial uses and what could be attractive to industrial industries. A text amendment that changes the written provisions of the industrial ordinances could be a tool used to accommodate industrial business that are currently requesting conditional use permits to meet their needs.

## Existing Industrial Zoning Description

- **I1 Light Industrial District** is established to provide clean, attractive locations for low impact and technology-based light industrial uses, research and development, and similar uses which produce little or no noise, odor, vibration, glare or other objectionable influences, and have little or no adverse effect on surrounding properties.
- **I2 Medium Industrial District** is established to provide locations for medium industrial uses and other specific uses which have the potential to produce greater amounts of noise, odor, vibration, glare or other objectionable influences than uses allowed in the I1 District and which may have an adverse effect on surrounding properties.
- **I3 General Industrial District** is established to provide locations for high impact and outdoor general industrial uses and other specific uses which are likely to have a substantial adverse effect on the environment or on surrounding properties and require special measures and careful site selection to ensure compatibility with the surrounding area.

Source: City of Minneapolis Zoning Code

## VACANT & INDUSTRIAL LAND USE IN NORTH MINNEAPOLIS



Data Source: City of Minneapolis



Another option would also be to create a new zoning district to accommodate an industrial business park development. This code would be in effect citywide and would specify different uses and requirements that the existing industrial districts currently does not address. Considerations to keep in mind, if a new zoning district were to be created, are the needs of industrial industries and the demand for it. A report about integrating industrial mixed-use development in Atlanta found that when creating a new industrial district that it “should base its land use limitations on environmental health evidence rather than vague generalizations, as long as the project team has found a way to meet the urban design requirements.”<sup>4</sup> In addition, the study stressed “the importance of public financing or funds matching for streetscape improvements in order to make [industrial] mixed use development financially viable.”<sup>4</sup> An Evaluation of Recent Industrial Land Use Studies (2009)<sup>5</sup> found a few key characteristics that industrial users typically require and value for industrial land:

- Accessibility to customers, suppliers, workers and road networks were primary concerns. Access to ports, rail and transit were secondary and highly dependent on location and industry.
- Affordability was consistently among the top criteria. Traditional industrial users are highly sensitive to rent levels and are therefore vulnerable to displacement if not protected.
- Clustering of similar industries and their supplier networks is a common occurrence in industrial districts. This is consistent with agglomeration effects discussed in the theoretical literature.
- Compatibility (or the lack of it) with non-industrial users was often cited as an issue and a reason why industrial users preferred exclusive industrial districts.

- Site and building characteristics were also important. Industrial users often need open yards for storage and material handling. Buildings with large bays and high ceilings were also desirable.

The *Above the Falls Master Plan Update* proposes a new zoning district that is in line with this project’s goal of siting an industrial-type business park. The plan proposes an action to develop “a new or modified zoning district for business parks, to focus on high value office and industrial development, while minimizing lower value uses. Industrial uses should focus on light industrial, including green industry, rather than heavy industrial.”<sup>6</sup> The proposed district should also “include hospitality, retail, and other uses that complement riverfront parks and trails. While the zoning district would be primarily employment focused, it would be designed to be compatible with live-work uses and similar concepts for residential within an industrial setting”<sup>6</sup>. The proposed business park zoning district is designated for the same site we have identified (shown in image below) within the Upper Harbor Terminal.

The proposed business park zoning district’s intent is described as: “Business Park - The intent is to support office/industrial development in a setting that is compatible with other uses.”<sup>6</sup>. This proposed zoning district is still in the beginning stages of development, but could prove beneficial for this project’s purpose if implemented.

Future Land Use Map from Above the Falls Master Plan - UHT



## CASE STUDIES OF OTHER INDUSTRIAL/BUSINESS PARK ZONING DISTRICTS

Creating a new zoning district specifically for an industrial business park is a recent trend found in cities across the U.S. The following case studies illustrate how a new zoning district was used to reshape, reuse, and market vacant or distressed industrial land in order to accommodate the new industrial market and integrate it into the city's urban fabric.

### 1. Overland Park, Kansas

Overland Park created a specific zoning district called Light Industrial/Business Park Land Use to accommodate light industrial uses such as warehouse, distribution, office, and limited retail clustered together. Light industrial uses include small-scale and non-polluting, and uses that are discouraged include heavy industrial uses and single-family residential uses<sup>7</sup>.

Overland Park's light industrial business park land use designation also has specific green design standards and cultural principles that should be incorporated to attract the type of development the City wants. For example, incentives should be provided for Leadership in energy and Environmental Design compliant construction, Energy Star qualified buildings, and businesses that use local materials. Incentives should also be provided for "industries that employ a large percentage of local residents and/or provide job training programs"<sup>8</sup>.



### 2. County of Riverside, CA

Riverside County designates their industrial zoning districts differently than typically seen in city zoning code. The county created a land use designation for Industrial/Business Park Areas which are divided into three area plan land use designations: Business Park, Light Industrial, and Heavy Industrial.

This land use designation was created to aid "in creating economic growth by providing jobs for local and area-wide residents, providing growth opportunities for new and existing businesses, and facilitating a tax base upon which public services can be provided" (County of Riverside). The goal of Riverside County is to provide work environments that fit with the character of the community and are well served by multi-modal transportation that bring jobs and housing in proximity to one another. In addition, stimulation of clusters of similar industrial business will facilitate competitive advantage in the market place<sup>9</sup>.

The intent of the Business Park (BP) land use is to allow "for employee-intensive uses, including research and development, technology centers, corporate and support office uses, "clean" industry and supporting retail uses. Building intensity ranges from 0.25 to 0.6 floor area."<sup>9</sup>





### 3. Jacksonville, FL

The City of Jacksonville created an Industrial Business Park (IBP) District to accommodate a variety of uses. The intent is to “accommodate commercial office and light industrial uses. Commercial offices should comprise the majority of the category land area, while service, major institutional and light industrial uses constitute the remaining land area”<sup>10</sup>. Limited commercial retail and service establishments, hotels, and motels may be permitted along with residential uses in appropriate locations. Development should be compact and connected and should support multi-modal transportation. The intent also includes uses designed in a manner that prioritize transit, bicycle, and pedestrian access and compatibility with adjacent residential neighborhoods. Transit-Oriented Developments (TOD) is encouraged when in close proximity to an existing or planned mass transit system stations.

The City of Jacksonville understands that many industrial uses can exist in harmony with non-industrial neighbors “through proper site design, arrangement of uses and the incorporation of effective buffers. Business parks, for example, may include such light industrial uses as research and product development, communications facilities, light assembly and manufacturing, and even some types of warehousing”<sup>10</sup>.

### 4. Stout Technology and Business Park in Menomonie WI

The City of Menomonie created a special Technology Park zoning district for a technology and business park use through joint efforts between UW-Stout, the City of Menomonie, and Xcel Energy.

The zoning intent of the technology park is to have a “specialized industrial district established to provide an aesthetically attractive and nuisance free industrial zone exclusively for and conducive to the development and protection of approved research and development and manufacturing”<sup>11</sup>. The purpose of creating this district was to achieve industrial development in a way that benefits the owners, community and economic development of the region.

The site is set up to include commercial businesses in the front of the property – business, professional, medical, financial and educational services – with industrial businesses behind – light industrial, clean manufacturing, high-tech businesses and distribution. Most are small operations with light shipping and receiving traffic. STBP hosts companies such as Andersen Corporation, Phillips Plastics and Legacy Chocolates, 3M, ConAgra Foods, and Cardinal FG. The business park is set up to accommodate “technology-based manufacturing or development businesses, any size, in a discipline relating to a field at UW-Stout needing 70-75 acres for a 25-60,000 square foot building to house up to 400 employees”<sup>12</sup>.



*The next two cases studies are unique in that they focus on specific sites where zoning and partnership strategies were used in order to make the sites appropriate and attractive for industrial development.*

### 5. Reed Street Yards - Milwaukee, WI

Reed Street Yards is currently being redeveloped and, once built, will be one of the largest examples of an “eco-industrial park” in the Midwest. Reed Street Yards is located on a 17-acre site in the southern part of Milwaukee, on the site of a former trucking firm. The site is geared specifically to companies that specialize in water technology.

The City of Milwaukee rezoned the site to an Industrial Mixed zoning district, which is intended “to provide for the orderly conversion of certain older industrial and warehousing areas with multi-story buildings to residential, commercial or office uses”<sup>13</sup>. The development plan for the site “includes a comprehensive set of green, sustainable building and development standards, tied to LEED standards for new development”<sup>14</sup>, which was implemented through an overlay district that requires certain sustainable and building design standards. Although this development is focused on commercial-industrial uses, it offers a unique example for how to integrate an “eco industrial park” in an urban setting.



Site plan for Reed Street Yards

### 6. Eastman Business Park - Rochester, NY

The Eastman Business Park is located in Rochester, NY and on the outskirts of the central business district. The City of Rochester rezoned the approximately 72 acres of land into a Planned Redevelopment zoning district, which does not have specific zoning requirements and allows the City to work closely with the developer to determine what the site should look like. In this case, the City of Rochester has worked with Kodak, the previous owner of the industrial land, to build a close partnership to determine how the site should develop. Together they are working to redevelop the vacant parcels and buildings through a joint design approach, with the overarching goal of efficiency and cost effectiveness.

The “redevelopment is targeted toward manufacturing, high tech, office and some retail. The first companies have already moved in including Codygate Ventures assisting 3 high-tech companies and the creation of approximately 180 jobs” and Love Beets processing plant has recently announced its relocation to Eastman<sup>15</sup>. The relocation was possible through the “economic support and assistance from local and state agencies.” This support was a “critical factor in locating the Love Beets processing plant in Rochester. New York State, through Empire State Development, will provide a \$1 million capital grant, up to



\$1.5 million in Excelsior tax credits and a low interest loan”<sup>16</sup>.

These case studies exemplify a variety of light industrial/business park zoning districts and guidelines to accommodate the changing market and needs of these industries and of the cities in which they are located. Many of the design principles, public-private partnerships, and zoning elements can be implemented in a new zoning district in Minneapolis that will allow the City to redesign and utilize the existing vacant industrial land to accommodate a new industrial use.

The main strategies that these case studies used to accommodate an industrial/business park were:

- Allowing more commercial and retail uses within an industrial zoning district or providing the flexibility of having them as neighboring uses.
- They specified sustainable and architectural design standards for the structures and the site through landscaping and buffering techniques in order to integrate better with residential uses.
- Reducing height and density requirements, when possible.
- Creating partnerships with developers early in the planning process to determine the best future outcome for the site and to meet both the city and developer’s needs.

**TABLE 4. SUMMARIZING THE CHARACTERISTICS OF THE ZONING CASE STUDIES**

	Current Industrial Zoning in Minneapolis – I1, I2, I3	Overland Park, KS- Light Industrial/Business Park	Riverside County, CA	Jacksonville, FL	UW Stout Technology Business Park	Milwaukee, WI - Industrial-Mixed Zoning (Reed Street Yards)	Eastman Business Park - Rochester, NY
<b>Location in City</b>	Near CBD	City edge	Not specified	Just outside of CDB & along major corridors	Near CBD	Near CBD	City edge
<b>F.A.R.</b>	2.7	0.5	0.25 to 0.6	0.35	not exceed 50%	N/A	Determined for each individual project
<b>Height Restriction</b>	4 stories	35 feet	N	35 feet. & Specified minimum lot requirements	Not exceed 45', nor 3 stories	Min 24' – Max 85' *for new construction only	Determined for each individual project
<b>Mixed Use w/residential</b>	N	N	N	Permit business parks in locations adjacent to, or near, residential areas	Y – allowed nearby	Y - multi-family	Not specified
<b>Design Standards</b>	N	Y - landscaping, architectural design standards	Y - Require that industrial development be designed to consider surroundings.	Y - landscaping and buffering techniques to protect surrounding uses	N	Y - site design and land use standards	Y (Unique standards for site and building design)
<b>Retail/Sales Allowed</b>	N	Y - retail sales shall not exceed 10% of the gross floor area of the main use	Y - “clean” industry and supporting retail uses	Y- Permissible uses by exception: not to exceed 25 percent of the building	Y - business, professional, medical, financial and educational services	Y	Not specified
<b>Other Considerations</b>					Created a special Technology Park district for this use. Joint efforts between UW-Stout, the City of Menomonie, and Xcel Energy	A design overlay district implemented with Industrial Mixed Land Use	Rezoned into Planned Redevelopment parcel. The City has worked with Kodak to build a close partnership for what the site will look like

# LITERATURE REVIEW OF JOB CREATION STRATEGIES



SOURCE: GOOGLE PHOTOS

# LITERATURE REVIEW OF JOB CREATION STRATEGIES

## Defining the Problem of Joblessness

One cannot easily separate the issues of inner city joblessness from broader discussions on urban poverty in America. Economic opportunity in urban communities is inextricably linked with issues of housing, transportation, education, criminal justice, family structure, urban land use policy, racial discrimination and more. The complexity and interrelatedness of these issues make it challenging to identify direct causal links or understand the precise nature of these issues on their own. Yet, some scholars argue that the consequences of inner city joblessness warrant particular concern. William Julius Wilson (1996) states, "I argue that the disappearance of work and the consequences of that disappearance for both social and cultural life are the central problems of the inner-city ghetto."<sup>17</sup> Wilson suggests that the consequences of concentrated joblessness are greater than even that of high neighborhood poverty, as they seem to influence other problems such as crime, family break-

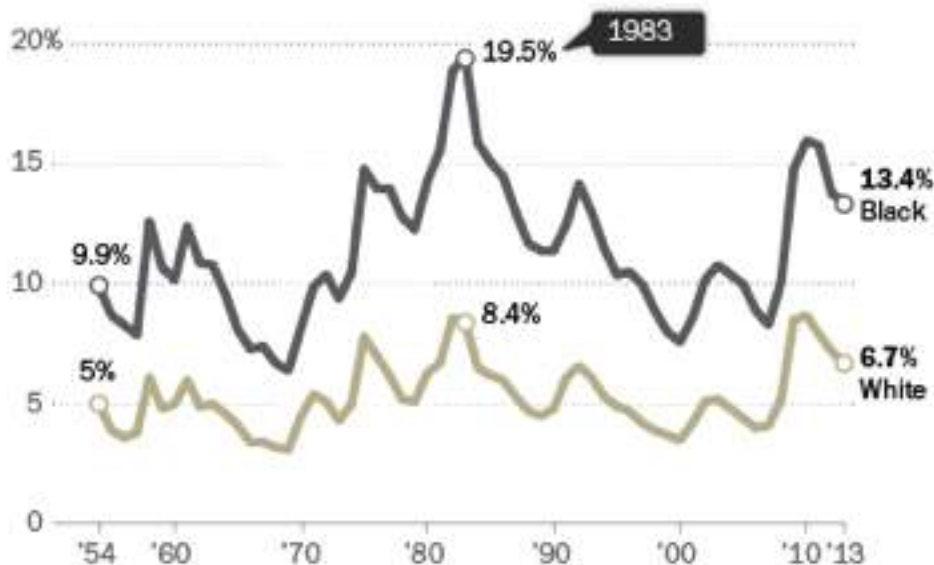
ups, and social disorganization<sup>18</sup>. This is to say that a strong employment base is critical to the overall social well-being of inner city neighborhoods.

## Race and Economic Opportunity

Further, the problems of unemployment and joblessness are not distributed evenly across our communities. Racial and spatial dynamics play a large role in shaping employment patterns across the country. African Americans in particular experience higher levels of joblessness and unemployment than other demographic groups. As Austin (2011) reminds us, in cities like Minneapolis and Memphis the unemployment rate was three times higher for blacks than for whites following the Great Recession<sup>19</sup>. This is only an exacerbation of decades old trends in which joblessness has been concentrated in communities of color. A 2013 report from the Pew Research Center showed that black unemployment in the U.S. has consistently been twice as high as

## Unemployment rates by race

*Seasonally adjusted*



Source: Bureau of Labor Statistics

Note: "Black and other," 1954-1971; "Black or African American" thereafter. 2013 average is January-July.

PEW RESEARCH CENTER

white unemployment over the past six decades<sup>20</sup>. African American men have been particularly effected by these unemployment trends.

Wilson (2009) sums up the problem this way:

*In the last four decades, low-skilled African American males have encountered increasing difficulty gaining access to jobs—even menial jobs paying no more than the minimum wage. The ranks of idle inner-city men have swelled since 1970, and they include a growing proportion of unemployed adult males who routinely work in and tolerate low-wage jobs when they are available (Wilson, 65)<sup>21</sup>.*

As Sharkey (2013) points out, unemployment and economic disadvantage has persisted for African American men even during periods of broad economic growth and tight labor markets<sup>22</sup>. He highlights that, “economic growth alone is not enough to counterbalance the array of forces that have acted to limit economic mobility among specific segments of the urban population.” All of these trends suggest that efforts to address inner city joblessness will be limited without an understanding of the specific role that race plays in shaping economic opportunity in urban communities.

### Place and Economic Opportunity

Employment and economic opportunity are also closely linked with place and neighborhood environments. A large body of literature has been conducted over the past several decades on the effects of concentrated poverty—typically defined as neighborhoods with at least 40% of residents under the poverty line—in determining economic mobility for inner city residents. William Julius Wilson’s (1987) book, *The Truly Disadvantaged*, brought issues of “concentrated poverty” and “neighborhood effects” to the forefront of social science research on urban neighborhoods<sup>23</sup>. In short, this theory suggests that high concentrations of neighborhood poverty magnify other problems such as crime, joblessness, disinvestment, family break-ups, and failing schools. Neighborhoods of concentrated poverty can undermine economic opportunity for residents who are cut off from the types of resources and environments that support upward mobility. Moreover, African Americans are disproportionately likely to live in a neighborhood of concentrated poverty, making the link between race and place even more complex.

Recent studies show that though poverty has shifted significantly to suburban communities since 2000, it also became more concentrated in high poverty neighborhoods in that same time<sup>24</sup>. For instance, the number of people living in high poverty neighborhoods increased by 76 percent, or 5

million people between 2000 and 2008-2012<sup>25</sup>. This is likely to increase the challenges that inner-city residents face in finding access to good jobs. A 2013 report by the Pew Research Center’s Economic Mobility Project supports this claim, providing new insights into the link between place and economic mobility<sup>26</sup>. In a study of 96 U.S metropolitan areas, they found that neighborhood economic segregation was a significant predictor of economic mobility, meaning that residents’ chances of moving up the income ladder was strongly influenced by the neighborhood they grew up in. Though the policy responses to concentrated poverty vary greatly, it is clear that any successful job creation strategy must consider that ways in which neighborhood contexts perpetuate economic opportunity and disadvantage.

### Economic Restructuring and Inner City Joblessness

The economic restructuring that took place in the second half of the twentieth century had devastating impacts on inner city joblessness. Wilson (1987) and (2003) provides one of the best summaries. He describes that impersonal shifts in the U.S. economy—such as the introduction of new technologies, internationalization of economic activity, shifts toward a service sector economy, suburbanization of job growth, and massive declines in manufacturing—are largely responsible for the rise of joblessness in urban neighborhoods. He elaborates, “the wedding of emerging technologies and international competition has eroded the basic institutions of the mass production system and eradicated related manufacturing jobs in the United States.”<sup>27</sup> Between 1967 to 1987, cities such as Philadelphia, Chicago, New York and Detroit lost anywhere from half to two-thirds of their manufacturing jobs, totaling as many as 1.15 million jobs just in those four cities<sup>28</sup>. With concurrent demographic shifts taking place, in which whites and middle class families fled the urban core in large numbers, African Americans and other minority communities were left without access to the jobs they once relied upon for basic wages and economic stability. Though domestic manufacturing has seen a modest rebound in recent years, the economic landscape of urban neighborhoods remains strongly tied to large-scale restructuring that took place over the past four decades.

### Responses to Joblessness

Responses to inner city joblessness since the 1960’s have been characterized by market-oriented approaches, shifting political priorities, and inconsistent commitment of resources to combat the problem. Though these strategies have taken varying forms, two approaches are of particular relevance to our analysis. The first approach is related to community economic development models that emphasize economic competitiveness as the critical paradigm of job

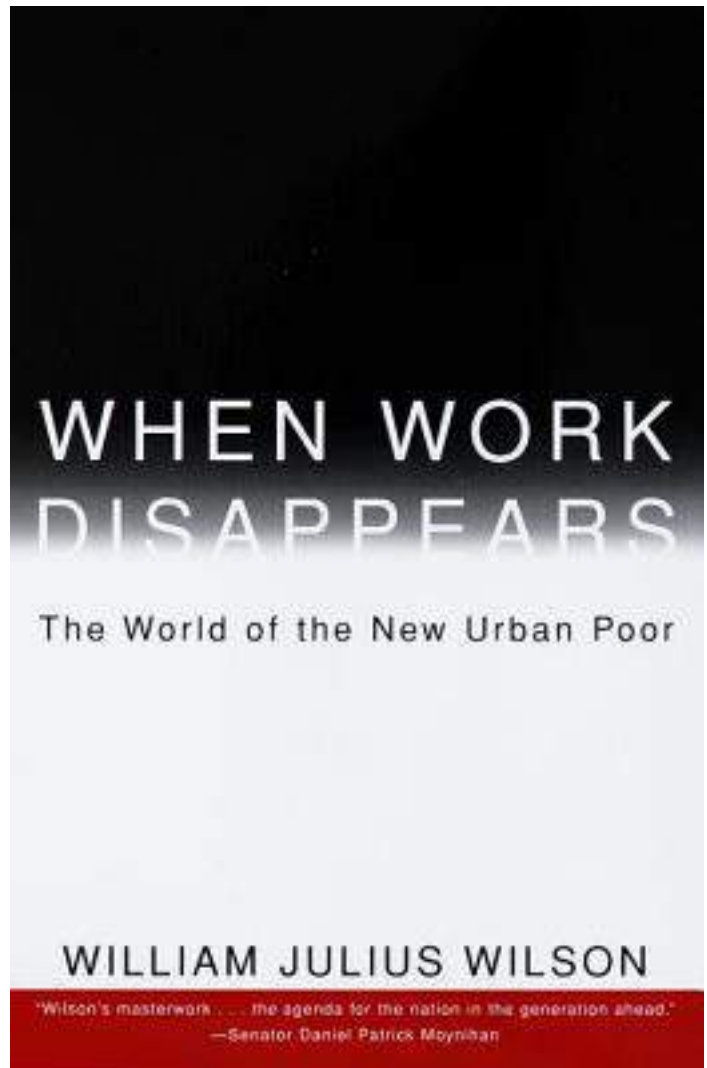
<sup>3</sup> <http://www.pewresearch.org/fact-tank/2013/08/21/through-good-times-and-bad-black-unemployment-is-consistently-double-that-of-whites/>



creation in low-income neighborhoods. The second approach relates to municipal zoning and land use policy, where cities have attempted to spur industrial job growth by making industrial zoned land more available in targeted areas.

Cummings (2001) provides a fascinating summary of the community economic development (CED) interventions that have dominated federal and local approaches to job creation since the Civil Rights era. Cummings argues that the CED approach is characterized by its commitment to market driven principles and localism in addressing urban poverty<sup>29</sup>. Rather than addressing the political components poverty, CED theories describe the problem of urban poverty as a market failure that has prevented economic growth from taking place in low-income communities. Cummings describes it this way, "CED involves identifying the competitive advantages of conducting business in inner city areas and structuring the proper incentives to lure reluctant enterprises into neglected markets."<sup>30</sup> This construction of the problem has shaped both federal and local responses as well as community based programs and initiatives. CED programs have sought to attract private investment and job growth to low-income neighborhoods through community-based businesses, affordable housing development and community development financial institutions<sup>31</sup>. These strategies have taken various forms, including, microenterprise and nonprofit business ventures, technical assistance to entrepreneurs, and "development of local real estate projects such as shopping centers, supermarkets, and industrial business parks."<sup>32</sup> These programs have been supported through a number of federal and local policies and funding mechanisms, including the federal Empowerment Zones and New Markets Tax Credits programs.

Cummings points out two primary critiques of the CED model. First, CED strategies rest on the assumption that economic growth in low-income neighborhoods will lead to increased employment and wages for the people who live there. This has led to a policy environment that prioritizes business development in low-income areas without enforcing workforce requirements that would ensure jobs for residents in those neighborhoods. By and large, evaluation of such programs show that business growth does not necessarily lead to increased employment for the residents who live there<sup>33</sup>. For example, findings from research on the federal Empowerment Zone program tend to indicate that the program did not significantly improve labor market conditions in those neighborhoods<sup>34</sup>. These results have not found consensus, however, as (Ham et al, 2011) and (Busso and Kline, 2007) suggest that the Empowerment Zone program increased employment, decreased poverty, and decreased unemployment in the designated zones<sup>35</sup>. At best, then, it appears that policies aimed at restructuring incentives for job growth in inner cities have had ambiguous and mixed results.



The second critique is that the CED approach has generally deemphasized the political nature of urban poverty, limiting its ability to bring about transformative change in low-income neighborhoods<sup>36</sup>. Cummings states, “without community-based efforts to demand greater access to public resources—in the form of education, job training, child care, and other services—low-income communities continue to lack the infrastructure necessary to build economic growth.”<sup>37</sup> He suggests, then, that an alternative model is needed that integrates community economic development efforts with political mobilization to align the resources and capacity that can ensure sustainable benefits for low-income communities. Strategies under this model include living wage laws and ordinances, worker cooperatives, guaranteed jobs for publically subsidized redevelopment projects, and programs that train residents to work in targeted high-growth sectors within the region.

A variation on the CED model can be seen in Michael Porter’s (1997) work on inner city economic competitiveness. Like other CED approaches, Porter emphasizes the market failures that have led to inner city distress and proposes the need for market-oriented solutions to reverse economic decline. He states, “our strategy begins with the premise that a sustainable economic base can be created in inner cities only as it has been elsewhere: through private, for-profit initiatives, and investments based on economic self-interest and genuine competitive advantage instead of artificial inducements, government mandates, or charity.”<sup>38</sup> This strategy must focus on better integrating inner cities into the regional economy by taking advantage of the location advantages that exist in inner cities. Location advantages primarily stem from these neighborhoods’ close proximity to downtowns, transportation infrastructure, and concentrations of other businesses. Porter suggests that these advantages are particularly relevant for certain industries such as food processing and distribution, printing and publishing, light manufacturing, recycling and remanufacturing, business support services, and entertainment and tourist attractions<sup>39</sup>. In addition to location advantages, economic development strategies may benefit from the unmet demand and high residential density that can support neighborhood businesses<sup>40</sup>. Despite some variations with traditional CED approaches, Porter’s economic competitiveness theories share a common framing of inner city joblessness as primarily a market-driven problem that requires private investment and economic growth to improve conditions in low-income neighborhoods.

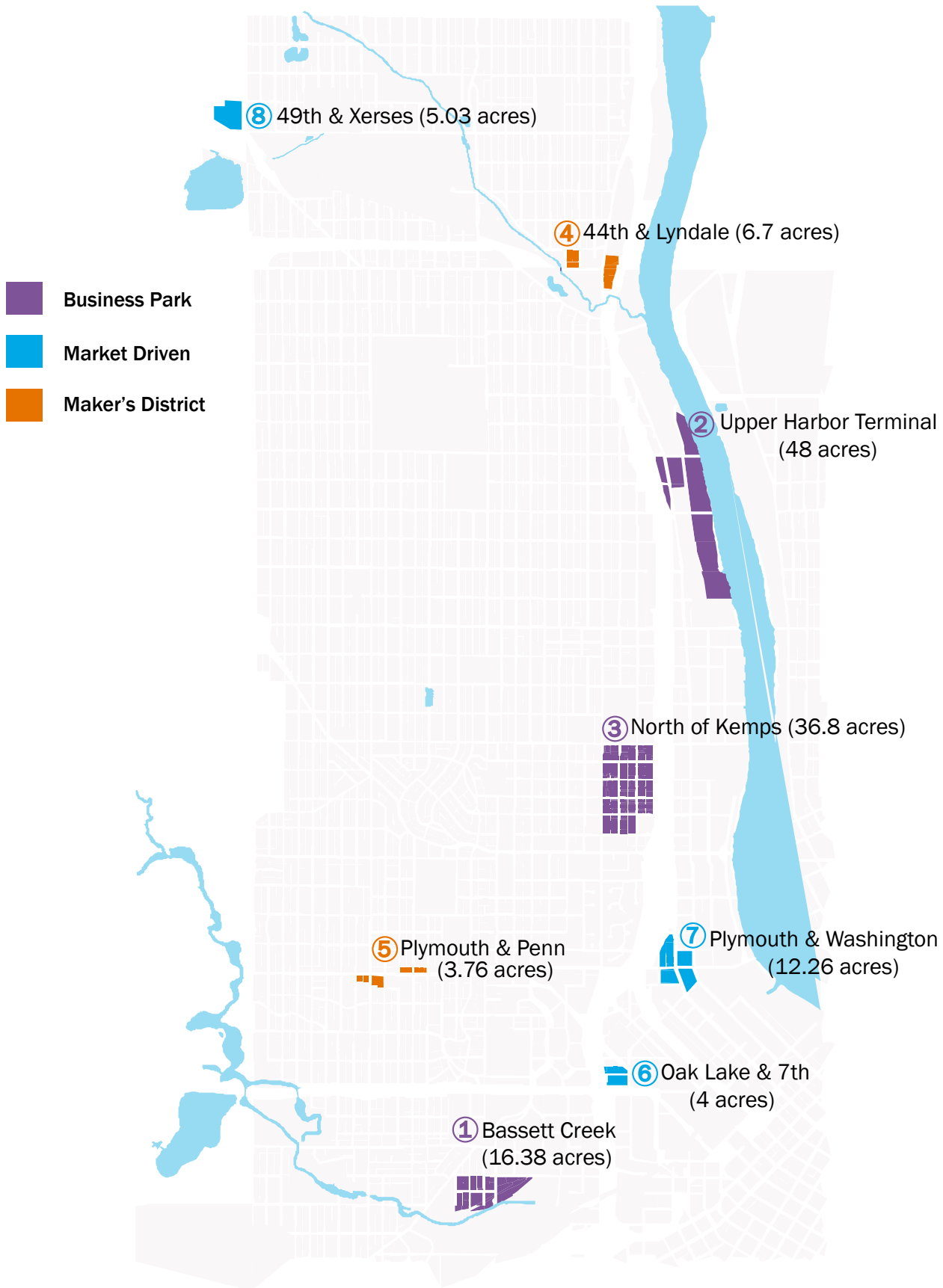
A second type of job creation strategy worth mentioning relates to industrial land use policy as a tool to encourage job growth in key manufacturing industries. Chapple (2014) cites that many cities have rezoned substantial portions of their industrial land stock in recent years to allow

for residential and commercial redevelopment. This has made it difficult for cities to preserve an adequate supply of industrial land. There is strong evidence showing the benefits of industrial land in urban areas due to the high-wage employment it supports. In an effort to address this need, cities often use a combination of regulations, penalties and incentives to retain industrial businesses<sup>41</sup>. Incentives may include brownfield redevelopment assistance, parcel assembly, and financing to lower development costs for businesses. Many of these efforts are aimed at attracting businesses to relocate to the area. Yet, studies have shown that only a small portion of a region’s job growth tend come from business relocation. An assessment of job growth in California showed that only 1 percent of net new job growth came from business relocations<sup>42</sup>. Rather, it is expansion of the existing business stock and development of new small businesses that tend to account for the majority share of a region’s new jobs. Chapple goes on to show that in California’s East Bay urban core, the amount of available industrial land proved to be a significant factor in business expansion. He elaborates:

*Although start-ups, as low-overhead home-based businesses, benefit from the ability to locate in residential zones, firms that expand—whether in production, distribution, and repair or information-based services—benefit from the ability to spill into available space in large buildings. Industrial zones seem to facilitate this slightly more effectively than commercial zones, perhaps because they have more of the “flex” space that allows firms to grow and shrink readily (311).<sup>43</sup>*

This indicates the importance of maintaining adequate industrial land supply in the urban core to allow for the natural job growth that occurs through business expansion.

# ALL POTENTIAL SITES



# 1 BASSETT CREEK VALLEY

## TOTAL SIZE

The site is 16.38 acres total

## NUMBER OF PARCELS

There are 46 parcels total

## VACANCY

62.8% is vacant land (10.29 acres)

## LAND USE

Current zoning is R5 Multiple-family District and Urban Neighborhood land use

## PUBLIC OWNERSHIP

39.3% is under public ownership (8 parcels, 6.44 acres)



## BACKGROUND

Bassett Creek Valley, located in the Near North community of North Minneapolis, has undergone substantial planning efforts over the past decade. Though this area traditionally functioned as an industrial center of North Minneapolis, large sections of Bassett Creek Valley were converted from industrial to residential and commercial zoned uses in 2008 to allow for new housing and commercial redevelopment. However, the housing crash and Great Recession that followed this rezoning effort dramatically deteriorated the market conditions necessary to attract new investment to the area. A relatively large number of parcels remain undeveloped or underused, particularly in the area south of Glenwood Avenue between Fremont Avenue (i.e. Van White Memorial Blvd) and James Avenue N (see maps on page 29).

We identified this site as a potential location for a future business park due to the availability of publicly owned land, vacant and underused parcels, strategic location advantages, and its placement within an emerging business cluster that supports creative industries and food related industries. Plans for large-scale redevelopment of Linden Yards West just south of this location could create further benefits for a business park and for the surrounding community. The greatest challenges to this project include environmental barriers to development and garnering support from the community to allow non-housing or commercial uses in this area.

Potential  
Business Park  
Site



## EXISTING CONDITIONS

The existing conditions in Bassett Creek Valley present both substantial opportunities and challenges for a new business park development. The blocks south of Glenwood Avenue, between Fremont and James Avenues, are characterized by a high concentration of vacant and underused industrial properties, vacant lots, and poorly maintained parking for truck containers. According to Open Data Minneapolis, there are 10.29 acres of vacant land within the boundaries of this site location, which does not include parcels with vacant or underused buildings. These conditions create negative impacts on the City and surrounding community through lost revenue, lack of employment opportunities, and physical disinvestment.

Though this area was historically zoned for industrial use, the City of Minneapolis rezoned the parcels within this site to R5 residential in 2008. This rezoning effort was a key outcome of the 2006 Bassett Creek Valley Master Plan, which envisions this area as potential site for medium-to-high density housing, retail, and office redevelopment. Development of a business park at this site would require further zoning changes to allow for this use.

There are a total of 16.38 acres that lie within the site location. More than 6 of those acres are owned by the City of Minneapolis or Hennepin County, and another 2.67 acres are owned by the Soo Line railroad. In total, only 14 entities own parcels within this zone, making parcel assembly more achievable than other similar sized locations. The Hennepin County estimated market value (EMV) for the parcels in the project zone is slightly greater than \$3.4 million. However, County estimated market values tend to undervalue the real cost of land acquisition. To gain a more realistic understanding of residential property values, we used estimated values listed on Zillow. The Zillow estimates show a total market value of over \$3.5 million. It should be noted that parcels owned by public entities (City of Minneapolis and Hennepin County) show an EMV of \$0.

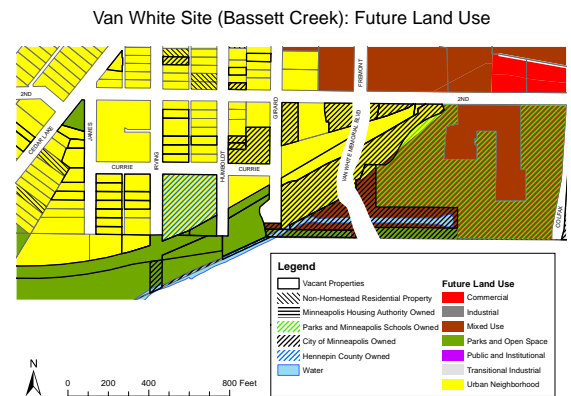
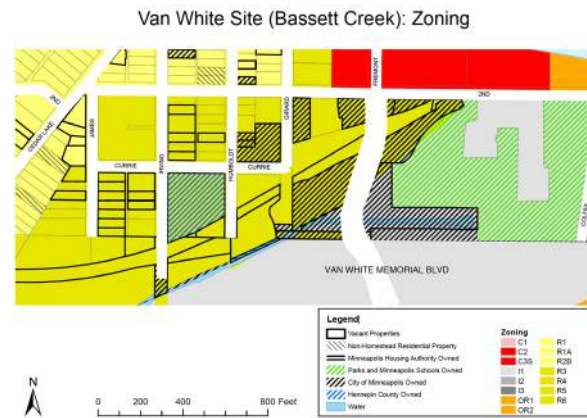
## STRENGTHS

The Bassett Creek Valley site has a number of location advantages that make it suitable for a business park.

### *Surrounding Neighborhood*

First, this site is situated within an emerging business cluster that supports a growing concentration of firms in creative industries and food packaging and distribution. Table 5 shows a list of businesses and their related industry that exist within a half mile of the potential business park location.

Second, the vast majority of the existing neighboring uses of the site are industrial or commercial. To the east and south of the Bassett Creek Valley Site are industrially zoned lots (Minneapolis Public Schools Bus Storage and City of Minneapolis Impound Lot). To the northeast of the proposed site are commercial uses, located along 2nd Avenue North. To the northwest, west and southwest of the site are residentially zoned areas. Any business park development will need to mitigate negative externalities so that these neighborhoods are not negatively affected by the development.



### Other Surrounding Uses:

- City of Minneapolis Impound Lot
- Minneapolis Public Schools bus storage and maintenance facility
- Xcel Energy electrical substation
- Commercial paper recycler
- Industrial laundry operation
- Bryn Mawr Meadows Park

**TABLE 5. NEARBY BUSINESS**

Creative Sector Businesses	Food Related Production/ Distribution	Other Businesses
BlastedArt	Mandile Fruit	Northwest Tire
City Sound	Packaging Concepts	The Link
Creatis	A & L Laboratories	City of Lakes Community Land Trust
Idea Food, Inc		The Firm
Abitare Design Studio		Steady State Imaging
HiFi Sound Electronics		MSpace
iSpace Furniture, Inc		Cache
JR Casting		Green Door Discount Framing
International Market Square		Eyebobs
Thomas Printworks		Further Performance
Knock Inc		

**TABLE 6. BASSETT CREEK VALLEY PARCEL DATA**

SECTION 1									
Owner	Properties	Acres	Current Use	Zoning	Future Land Use	Homestead	County Estimated Value	Zillow Estimated Value	Tax Exempt
CITY OF MINNEAPOLIS	4	4.01	Vacant Land - Apartment	R5	Urban Neighborhood	N (4)	0	0	Y (4)
Privately Owned (non-RR)	2	0.57	Vacant Land Industrial and Commerical	R5	Urban Neighborhood	N (2)	266800	266800	N (2)
SOO LINE RR	2	1.93	Railroad and Vacant Land- Industrial	R5	Urban Neighborhood	N (2)	68300	68300	Y (1), N (1)
Totals	8	6.51	Multiple	R5	Urban Neighborhood	N (8)	335100	335100	Y (5), N (3)
SECTION 2									
Owner	Properties	Acres	Current Use	Zoning	Future Land Use	Homestead	County Estimated Total Value	Zillow Estimated Total Value	Tax Exempt
CITY OF MINNEAPOLIS	3	0.76	Vacant Land - Apartment	R5	Urban Neighborhood	N (3)	0	0	Y (3)
Private Ownership (Non- RR)	4	0.67	Multiple	R5	Urban Neighborhood	Y (1), N (3)	538500	614612	N (4)
SOO LINE RR	2	0.71	RR and Vacant Land Industrial	R5	Urban Neighborhood	N (2)	73300	73300	Y (1), N (1)
Totals	9	2.14	Multiple	R5	Urban Neighborhood	Y (1), N (8)	611800	687912	Y (4), N (5)
SECTION 3									
Owner	Properties	Acres	Current Use	Zoning	Future Land Use	Homestead	County Estimated Total Value	Zillow Estimated Total Value	Tax Exempt
HENNEPIN FORFEITED LAND	1	1.67	Vacant Land - Apartment	R5	Urban Neighborhood	N	239500	239500	N
Private Ownership (Non- RR)	13	1.8	Multiple	R5	Urban Neighborhood	Y (3), N (10)	853500	896740	N (13)
Totals	14	3.47	Multiple	R5	Urban Neighborhood	Y (3), N (11)	1093000	1136240	N (14)
SECTION 4									
Owner	Properties	Acres	Current Use	Zoning	Future Land Use	Homestead	County Estimated Total Value	Zillow Estimated Total Value	Tax Exempt
IRVING AVENUE PROPERTIES LLC	6	1.28	Multiple	R5	Urban Neighborhood	N (6)	537000	537000	N (6)
LEEF HOLDINGS LLC	9	2.98	Multiple	R5	Urban Neighborhood	N (9)	870900	870900	N (9)
Totals	15	4.26	Multiple	R5	Urban Neighborhood	N (15)	1407900	1407900	N (15)
Area	Properties	Acres	Current Use	Zoning	Future Land Use	Homestead	County Estimated Value	Zillow Estimated Value	Tax Exempt
ALL 4 SECTIONS	46	16.38	Multiple	R5	Urban Neighborhood	Y (4), N (40)	3447800	3567152	Y (9), N (37)

**Vacancy and Ownership**

One of the most important strengths of this site is that it currently holds 10.29 acres of vacant land and 6.44 acres of publicly owned land. This greatly increases the feasibility and affordability of assembling the necessary parcels for development. Additionally, many of the privately owned parcels that do exist in the site contain vacant or underused buildings.

**Estimated Market Value**

Due to the high number of publicly owned lots and high vacancy rate, the total cost of land acquisition is considerably lower than similarly sized sites. The total estimated market value of parcels within the site is \$3,447,800. The average EMV of privately held parcels within site is only \$90,197.

**Homesteaded**

All but four properties are non-homesteaded making acquisition more feasible.

**Expansion Opportunities**

Due to its large size and current vacancy the site could be developed all at once or could occur in phases over time. This is an important strength of this site, as business expansion comprises a majority share of job growth in most instances.

## Access

This site also benefits from its close proximity to major highways, transit, rail, airport, major universities and downtown Minneapolis. These attributes may be critical success factors for a future business park, which will rely on accessible transportation infrastructure, commercial centers, and an available workforce.

## Proximity to Downtown

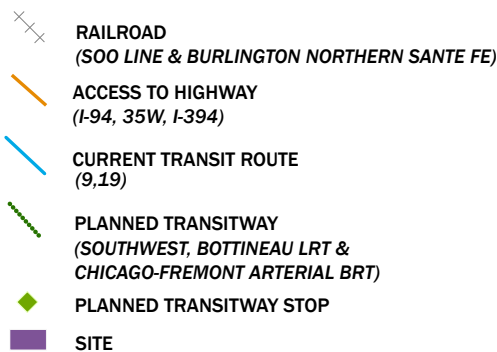
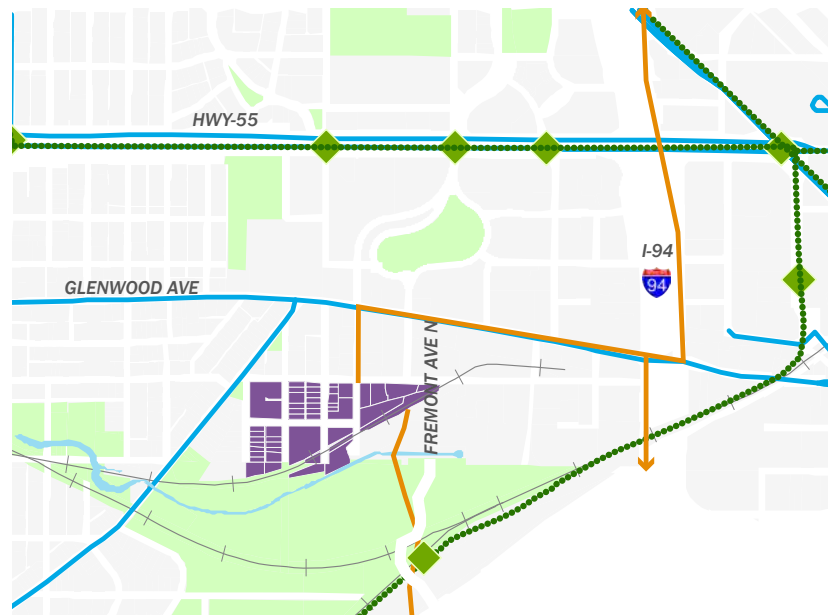
- » Less than a mile from downtown Minneapolis
- » 11.3 miles to downtown St Paul

## Proximity to Airport

- » 14 miles (20 minutes) to MSP airport

## Proximity to University of Minnesota

- » Approximately 4 miles away from UMN



## CHALLENGES

### Environmental Issues

Despite Bassett Creek Valley's location advantages, environmental challenges in this area create substantial technical and financial barriers to future development. As the 2006 Bassett Creek Valley Master Plan describes, "over a century's worth of filling wetlands with debris and other materials to support industrial uses has left portions of the Valley with a one-two punch of soil correction needs."<sup>46</sup> The soft and contaminated soils that remain may require costly mitigation efforts before development of a business park can occur. Though extensive environmental studies have been conducted at this site, further assessment is needed to better understand the cost of intervention that would be required before development can occur.

### Small Area Plan

Finally, the viability of siting a business park at this location depends in part on the ability to garner community support for this use, which conflicts with the vision laid out in the 2006 Bassett Creek Valley Master Plan. The Harrison, Sumner Glenwood, and Bryn-Mawr neighborhoods have a significant stake in the future development of this site and have actively pursued housing and commercial redevelopment for this part of the neighborhood. However, the Bassett Creek Valley Master Plan does acknowledge the need for living wage jobs to be made available for residents. Additionally, in 2010 Ryan Companies acquired five-year development rights for Linden Yards West, in which they envision high-density housing and commercial development to occur between highway I-394 and the future Southwest Light Rail Transit line. Though the future of Linden Yards West remains uncertain, a business park could contribute to the overall revitalization of the Bassett Creek Valley by coupling job growth and economic development with new housing, retail and open spaces that are expected to develop south of the site.

### Zoning and Land Use

As stated previously, the site is currently zoned R5 and has a future land use of Urban Neighborhood. For a future development to occur on this site, the City of Minneapolis would need to amend their City Comprehensive Plan to guide this area for industrial uses.

# 2

# UPPER HARBOR TERMINAL

## TOTAL SIZE

The site is 48 acres total

## NUMBER OF PARCELS

There are 9 parcels total

## VACANCY

53.4% vacant land (25.73 acres)

## LAND USE

Current zoning is mostly I2 Medium Industrial (8 parcels) and I3 General Industrial (1 parcel). Land Use is slated for Urban Neighborhood (7 parcels) and Park and Open Space (2 parcels)

## PUBLIC OWNERSHIP

100% under public ownership, all owned by the City of Minneapolis (9 parcels, 48.16 acres)



## BACKGROUND

The Upper Harbor Terminal (UHT) is one the City’s largest and most promising redevelopment sites. The site consists of a 48-acre parcel of industrial land owned by the City of Minneapolis along the upper riverfront in North Minneapolis, located between Lowry Avenue North and the Camden Bridge. This site has undergone more public planning than any of the other sites detailed in this report. Most recently, the City of Minneapolis’ Upper Harbor Terminal Redevelopment Strategy (2013) and the Minneapolis Parks and Recreation Board’s RiverFirst Plan laid out separate, but somewhat overlapping, visions for future redevelopment and parkland conversion at the site.

The primary strengths of this site include its public ownership, proximity to transportation infrastructure and major commercial centers, future investment in parks and open space, and its size. Challenges at the site relate to its up-front infrastructure costs, competing future use with Minneapolis Parks, lack of access to public transit, and potential development constraints due to historic preservation requirements. Since this site has received more public planning than the other sites assessed in this report, our analysis will be strongly guided by relevant plans, such as the Upper Harbor Terminal Redevelopment Study (2013).



Source: City of Minneapolis: [http://www.ci.minneapolis.mn.us/cped/projects/UHT\\_Redevelopment](http://www.ci.minneapolis.mn.us/cped/projects/UHT_Redevelopment)

**TABLE 7. UPPER HARBOR TERMINAL PARCEL DATA**

Owner Name	Acres	Current Use	Zoning	Future Land Use	Homestead	Estimated Total Value	Tax Exempt
CITY OF MPLS	5.71	Industrial	I3	Park and Open Space	N		0 Y
CITY OF MPLS	4.25	Industrial	I2	Urban Neighborhood	N		0 Y
CITY OF MPLS	12.47	Industrial	I3	Park and Open Space	N		0 Y
CITY OF MPLS	0.54	Vacant Land - Industrial	I2	Urban Neighborhood	N		0 Y
CITY OF MPLS	2.15	Vacant Land - Industrial	I2	Urban Neighborhood	N		0 Y
CITY OF MPLS	1.13	Vacant Land - Industrial	I2	Urban Neighborhood	N		0 Y
CITY OF MPLS	6.86	Vacant Land - Industrial	I2	Urban Neighborhood	N		0 Y
CITY OF MPLS	6.23	Vacant Land - Industrial	I2	Urban Neighborhood	N		0 Y
CITY OF MPLS	8.82	Vacant Land - Industrial	I2	Urban Neighborhood	N		0 N
Totals (9 properties)	48.16	Industrial and Vacant Land- Industrial	I2 (8) and I3 (1)	Urban Neighborhood and Park and Open Space	N (8)		0 Y (8), N (1)



## EXISTING CONDITIONS

The Upper Harbor Terminal site operated as an intermodal barge shipping terminal since the 1960's. However, the terminal was permanently closed in 2014, creating opportunities for future parks, business parks, and mixed-use development. The site contains large storage structures that may constrain redevelopment options due to historic preservation requirements. Two studies are currently under way to determine the repair needs, costs, and feasibility of the structures.

The current zoning of the UHT is I2 and I3. While these zoning categories may be conducive to a business park, the intensity of use may be of concern due to the adjacent park uses that are slated for the site. The current land use at the site is industrial. This includes areas suited for industrial development and limited commercial uses. The Above the Falls Master Plan (2013) designates its future land use as "Business Park", which includes a mix of office and light industrial. This site also falls directly outside the designated Upper River Industrial Employment District, which provides a higher level of policy protection and an emphasis on job retention and creation. The Upper Harbor Terminal site, however, does not have the same long-term policy protection since it does not technically fall within the boundaries of the Employment District.

According to the surrounding occupied industrial land, the average market value is \$2,427,125 per parcel (based on Hennepin County Property Tax Info). There are a total of 7 parcels slated for redevelopment in the UHT site. However, the actual market value of the site is difficult to estimate since it is currently owned by the City of Minneapolis.

## STRENGTHS

### Expansion Opportunities

The Upper Harbor Terminal is the largest site examined in this report. It contains a total of 48.16 acres of publicly owned land, though some of the site is not eligible for redevelopment. Hennepin County data shows that 25.73 of those acres are currently vacant. This space could be developed at once or in phases over time, leaving room for future business expansion needs. It should be noted that current electrical lines and rail lines on the site limit the total developable area. However, the Upper Harbor Terminal Redevelopment Strategy (2013) recommends working with Xcel Energy to move the power lines and working with CP rail to remove defunct rail spurs. These infrastructure improvements would better utilize the existing space for a business park development.

### Zoning and Land Use

The entire Upper Harbor Terminal Site is zoned industrial (I2 and I3); however, two parcels have a future land use of Parks and Open Space. As stated previously, the future of the UHT site is being discussed by city and elected officials, deciding on how much area will be park land and how much will be preserved for business park uses. The current zoning and land use are believed to be positive attributes, as major rezoning efforts would not be needed to accommodate industrial businesses.

### Vacancy and Ownership

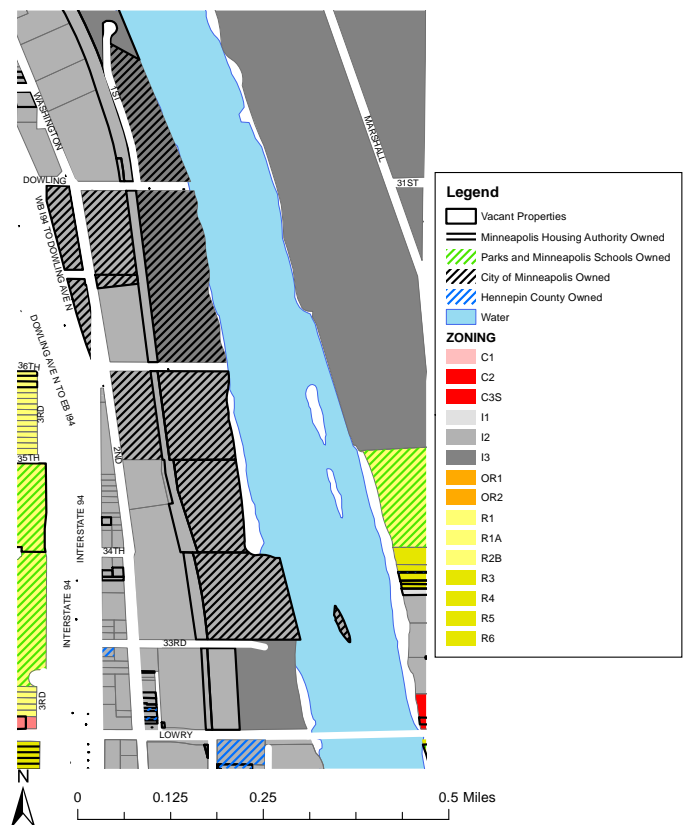
Public ownership of this site greatly increases the ability to ensure that a business park prioritizes jobs for North Minneapolis residents and meets overall job creation goals. It also allows the City to target particular industries that will be compatible with future park uses adjacent to the site.

Over half of the acres in this proposed site are listed as vacant by Hennepin County Open Data. The large vacancy of parcels in this site will make it easy for a developer to accommodate a wide variety of potential tenants.

### Homesteaded

None of the parcels in this site are homesteaded.

Upper Harbor Terminal: Zoning



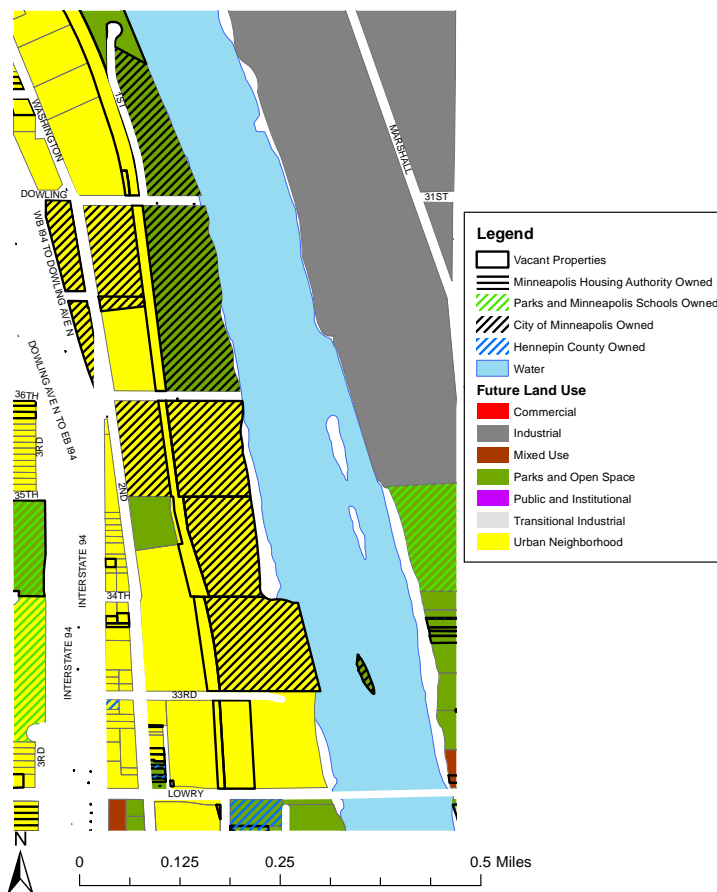
## Surrounding Neighborhood

Though the adjacent park use may create some complications, our team believes that investment in the open spaces around the site increase the likelihood of attracting high quality business park development with enhanced design and environmental standards.

Interstate-94 creates a strong barrier between the UHT site and the residential neighborhoods to the west of the highway. This is both a strength and a challenge, as a future business park would not produce obtrusive externalities for residential neighbors, but the isolation of the site will limit the visibility and community development impact of the project.

The UHT site is near commercial land use to the northwest and low-density residential to the west side of I-94. Directly surrounding the UHT site are existing industrial businesses. North of Dowling is Pai Properties LLC (market value \$2,875,000); north of 36th Avenue North is MN Dept of Transportation Director of R/W Operations; a block south of 36th Avenue North is Tresco Realty LLP (market value \$1,200,000); north of 33rd Avenue North is 3310 North Second Street LLC (market value \$4,100,000); south of the UHT parcel is Building Materials Mfg Corp (market value \$1,533,500). The Mississippi River directly bounds the site on the east.

Upper Harbor Terminal: Land Use



## Small Area Plan

According to the Above the Falls Master Plan, there is 27.23 acres identified for future business park use, 14.53 designated for park use, and 6.4 acres for mixed use development. The 2013 Above the Falls Master Plan Update states:

*The land use guidance for this site focuses on high intensity, job generating uses, particularly office and light industrial. Because of the size of the site and the amenity value of the future park and parkway, this is a premium site. It is expected that the design and quality of this development will be fairly high. A new or revised Business Park type zoning district for this area could accommodate uses such as office headquarters, research facilities, and green industry.<sup>46</sup>*

Parcel Size (acreage) as Identified in Above the Falls Master Plan	
Business Park	27.23
Parks	14.53
Mixed Use	6.4

### Other plans for the site:

- Upper Harbor Terminal Redevelopment Strategy (2014)
- Above the Falls Master Plan Update (Adopted by the Minneapolis City Council, 2013)
- Above the Falls Regional Park Master Plan (Completed in 2013; Pending approval by MPRB and Metropolitan Council)
- 2030 Regional Parks Policy Plan (2013)
- Minneapolis RiverFirst Plan (2012)
- Above the Falls Policy Review and Implementation Study (2010)
- City of Minneapolis Plan for Sustainable Growth (i.e. Mpls Comprehensive Plan) (2008)
- Upper Mississippi Harbor Development Architectural/Historical Survey Report (2007)
- Industrial Land Use and Employment Policy Plan (2006)
- Upper Harbor Terminal Redevelopment Study - Oct. 2004
- Upper Harbor Terminal Special Study Caucus (2003)
- Upper Harbor Terminal Redevelopment Study (2004)

## Access

The UHT site has direct access to interstate 94 and the Canadian Pacific freight rail line. It is also in close proximity to downtown commercial centers and the MSP airport. However, currently the UHT site is poorly served by public transit. Better access to public transit would allow greater employment opportunity for North Minneapolis residents. The closest nearby transit stop is the 762 route, limited stop service to Brooklyn Center and North Minneapolis. The 32 route runs at the south end of UHT at Lowry Ave N.

## Proximity to Downtown








- » 3 miles from downtown Minneapolis
- » 13.8 miles to downtown St Paul

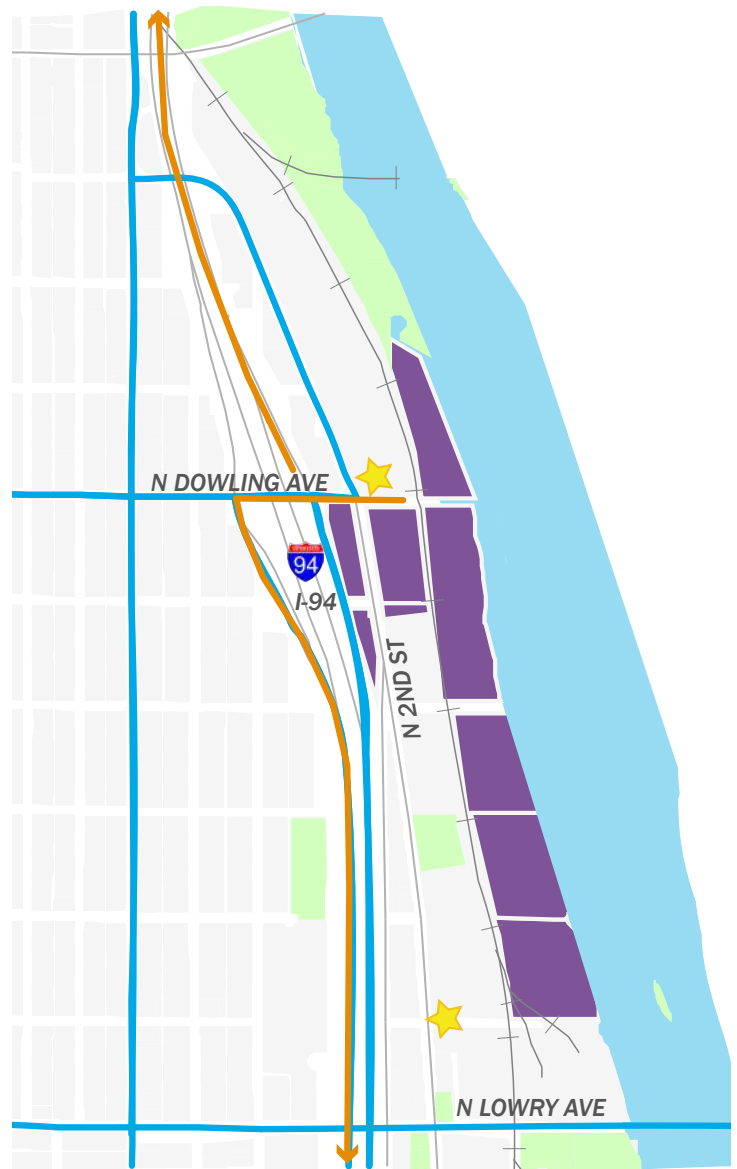
## Proximity to Airport

- » 17 miles (25 minutes) to MSP airport

## Proximity to University of Minnesota

- » Approximately 8 miles away from UMN

-  RAILROAD (S00)
-  ACCESS TO HIGHWAY (I-94, 35W, I-394)
-  CURRENT TRANSIT ROUTE (22, 32, 721, 724, 762)
-  PLANNED TRANSITWAY
-  PLANNED TRANSITWAY STOP
-  SITE
-  SITE ENTRANCE



## Estimated Market Value

Since the parcels are owned by the City of Minneapolis, the estimated market value is not known at this time. Refer to the Upper Harbor Terminal Redevelopment Strategy for cost estimates for different development scenarios.



## CHALLENGES

Some of the challenges of redeveloping the site for a business park are presented in greater detail in the Upper Harbor Terminal Redevelopment Strategy (2014). Below is a summary of some of the challenges we believe are particularly relevant for this analysis.

### *Environmental Issues*

The City of Minneapolis is currently conducting a Phase II study to better assess the precise extent and nature of environmental contamination at the Upper Harbor Terminal site. A Phase I study that was conducted previously determined that environmental contamination at the site is minimal. However, until the final results are complete, we cautiously assess this to be a potential challenge. The Above the Falls Master Plan states the following:

*“The environment along the upper riverfront has been damaged over time by a variety of contaminants, particularly those from industrial activity. The original plan envisioned the redevelopment of the riverfront as an opportunity to address this contamination through remediation, cleanup, and restoration of the natural habitat. This plan continues that focus via a range of efforts to restore the upper riverfront’s terrestrial and aquatic ecosystems.”<sup>47</sup>*

If further testing shows that environmental contamination is not present, then our team would consider the environmental state of the site as a strength rather than challenge.

## OTHER CONSIDERATIONS

### *Up-front Infrastructure Costs*

The Upper Harbor Terminal site is bisected by an active freight rail line and owned by Canadian Pacific. Though this provides direct rail access for a future business park, it also divides the parcels into long, narrow lots that are less desirable for new development. There are also defunct rail spurs on the site, which could be removed to create more available space for development.

Additionally, Xcel Energy operates electrical towers and lines that run north-south along the site, limiting the amount of developable space for a business park. However, the Upper Harbor Terminal Redevelopment Strategy recommends working with Xcel to relocate the towers and lines. This would substantially strengthen the site for a business park development.

### *Potential Historic Preservation Constraints*

The historic preservation of certain elements on this site will need to be taken into consideration when redevelopment occurs. The 2013 Upper Harbor Terminal Redevelopment Strategy states, “The Upper Mississippi Harbor Development Architectural/Historical Survey, completed in 2007, suggests that the terminal site, structures, and buildings retain a high degree of historic integrity and as a collection, are eligible for listing in the National Register as part of the potential Upper Harbor Historic District. The Upper Harbor Terminal may also be eligible for Minneapolis landmark designation”.<sup>48</sup> Historic tax credits could potentially be applied for when renovating or retrofitting some of these structures.

### *Further Study Needed*

As stated earlier, further research is under way to assess soil contamination and the costs of repairing on-site structures that meet historical preservation eligibility.

# 3 NORTH OF KEMPS

## TOTAL SIZE

The site is 36.75 acres total

## NUMBER OF PARCELS

There are 250 parcels total

## VACANCY

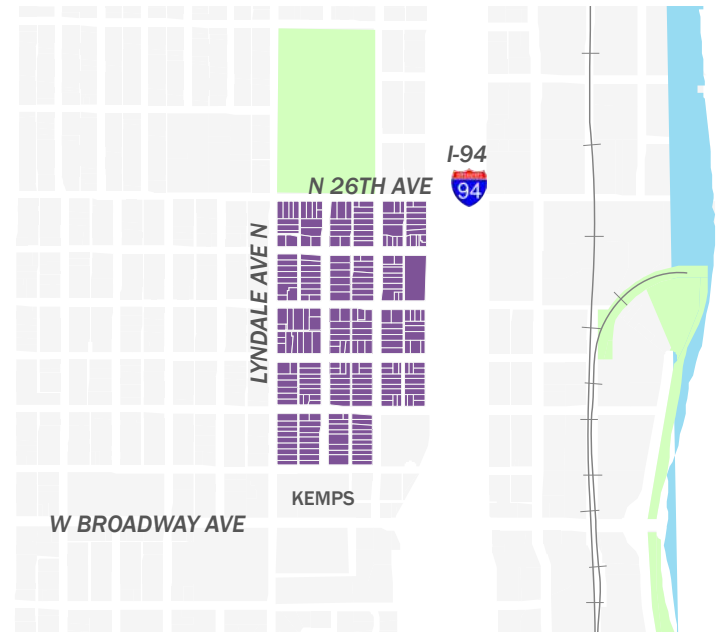
15.6% vacant land (5.74 acres)

## LAND USE

Current zoning is mostly R2B Two-family District and Urban Neighborhood land use

## PUBLIC OWNERSHIP

22.1% under public ownership (8.11 acres)



## BACKGROUND

The North of Kemps Site is located in the Hawthorne neighborhood in North Minneapolis. The subject site consists of 14 blocks of residential housing. The site is in the traditional, block grid system, with each block being approximately 2.5 acres. In total, the 14 blocks account for 250 parcels (36.75 acres). The quality of the housing stock in this area varies, with the most deteriorated housing located near the current Kemps building and parking lot on the south side of the site.

The southern two blocks of the North of Kemps Site fall within the “West Broadway Alive” Small Area Plan. This plan guides these two blocks for low-density residential use. This plan has specific façade and architectural guidelines for buildings along West Broadway Avenue; however, it does not appear to have specific criteria that apply to properties not located directly on West Broadway Avenue, excluding the subject site from these requirements. Overall, the plan promotes business growth along West Broadway and encourages population growth in the area.

The Northside Job Creation Team recommended this site to our group as a potential area for industrial expansion in North Minneapolis. This site was further investigated due to its proximity to major highways (located near West Broadway, which connects with I-94), it being served by several transit routes and its proximity to existing industrial uses.

## EXISTING CONDITIONS

The North of Kemps Site has a lot of potential for industrial expansion; however, there are also significant difficulties to developing this area.

The site abuts highway I-94 on the east and is surrounded by residential properties along the north and west. To the south and southeast are Kemps owned properties (an industrial building and a parking lot). The entire area north of the subject site consists of mostly privately owned properties that are zoned R2B and have a future land use of Urban Neighborhood.

The North of Kemps Site has been split into five separate sections, based on their proximity to West Broadway (see page x).

Section I consists of two blocks (5.87 acres). The City of Minneapolis and Hennepin County own five parcels (0.73 acres) in this phase. The rest of the properties are privately owned (35 parcels, 5.14 acres).

Section II covers three blocks (6.12 acres). One acre of this section is publicly owned (five parcels owned by the City of Minneapolis or Hennepin County). The remaining 51 parcels are privately owned (6.12 acres).

Section III consists of three blocks (7.43 acres) and has the most parcels owned by the City of Minneapolis than any other section. The City of Minneapolis owns 13 parcels (1.69 acres) in this area. Additionally, Hennepin County owns two parcels (0.16 acres) and the Minneapolis Housing Authority owns one parcel (0.1 acres). Another 34 parcels are privately owned (5.48 acres).

Section IV encompasses three blocks (7.56 acres). In this section, the Minneapolis Housing Authority owns a large apartment complex located on the farthest east block (Lynway Manor High-Rise), which covers eastern half of the block (1.26 acres). This publicly owned housing complex provides subsidized housing for low-income senior citizens. In addition, Hennepin County owns two parcels in this phase (0.31 acres) and the remaining 40 parcels are privately owned (5.99 acres)

Lastly, Section V covers three blocks (7.51 acres). The City of Minneapolis, the Minneapolis Housing Authority and Hennepin County combine to own 12 parcels (1.6 acres) in this section. The rest of the 46 parcels (5.91 acres) are privately owned.

In total, the City of Minneapolis owns 25 parcels (4.61 acres), Hennepin County owns 16 parcels (1.98 acres) and the Minneapolis Housing Authority owns three parcels (1.52 acres). While a significant proportion of the area is publicly owned, private ownership accounts for 82.4% of all parcels (206 parcels in total) and 77.9% of all acreage (28.64 acres) in the site. Furthermore, there is no majority owner of private parcels in this area. While there are several rental properties in the area, there are very few private property owners that own more than two properties within the site.

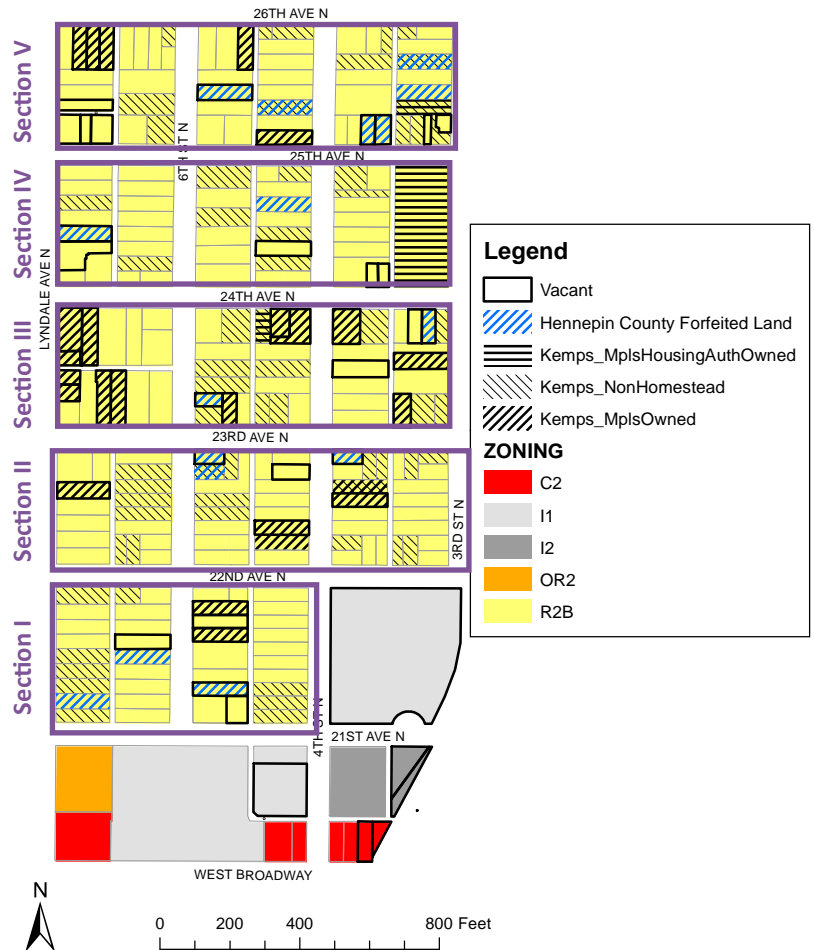
Within the North of Kemps Site, there are several vacant lots and non-homesteaded properties. Of the 250 parcels in the area, 48 parcels are vacant lots (5.74 acres), several of which are publicly owned. As stated previously, there are also several rental properties within the Kemps Site. Of the 250 parcels within the site, 167 parcels (or 66.8% of all properties) are non-homesteaded.

## STRENGTHS

### *Expansion Opportunities*

A major strength of this site is its opportunities for expansion. The site is a little over 36 acres in size. The site's large size gives potential developers the opportunity to complete development in phases. Phased development would allow a business to acquire more land as their business grows and would allow property purchases to occur incrementally over time (versus occurring all at once) - a situation that may be more amenable to homeowners considering the sale of their property.

## Kemps Site: Current Zoning

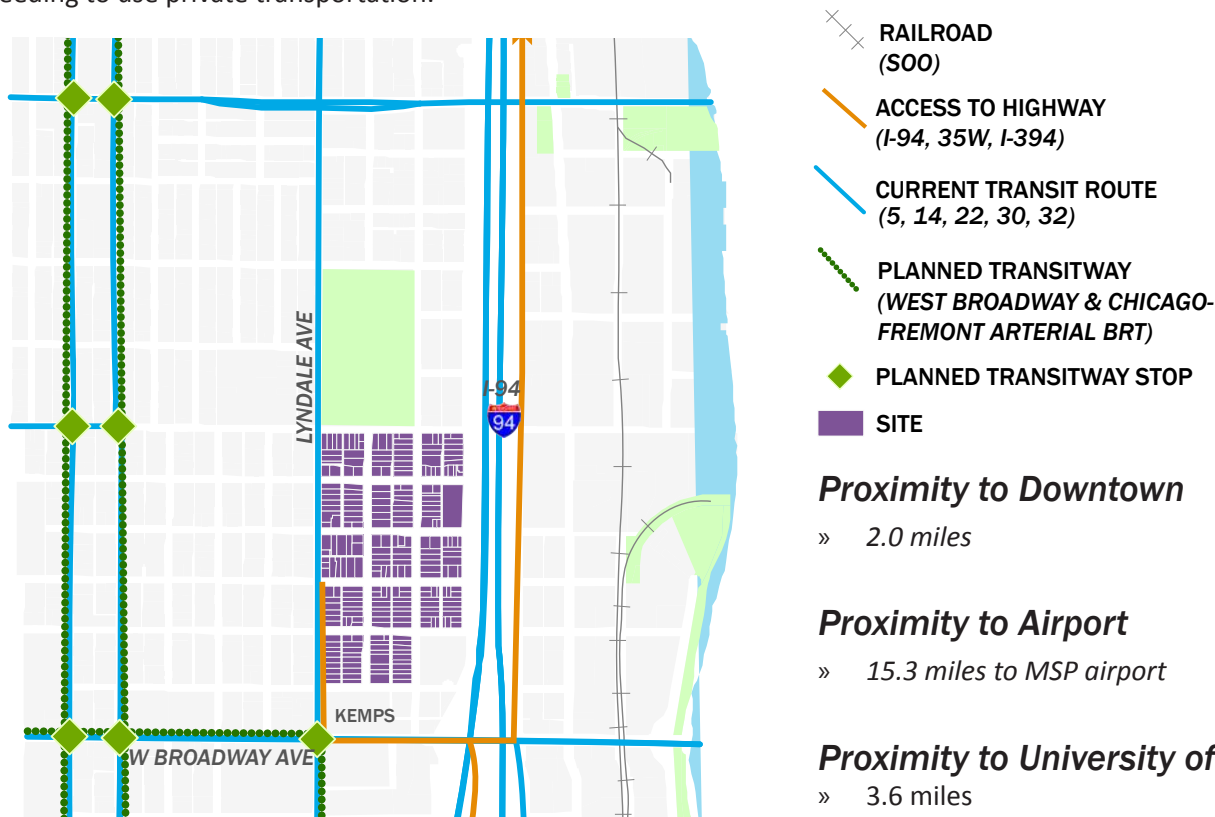


**TABLE 8. KEMPS PARCEL DATA**

SECTION 1									
Owner	Properties	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Zillow Estimated Total Value	Tax Exempt
HENNEPIN FORFEITED LAND	3	0.45	Multiple	R2B	Urban Neighborhood	Y (1), N (2)	65300	254340	Y (1), N(2)
CITY OF MINNEAPOLIS	2	0.28	Vacant Land - Residential	R2B	Urban Neighborhood	N (2)	0	0	Y (2)
PRIVATELY OWNED	35	5.14	Multiple	R2B	Urban Neighborhood	Y (12), N (23)	2652400	4171760	N (35)
Totals	40	5.87	Multiple	R2B	Urban Neighborhood	Y (13), N (27)	2717700	4426100	Y (3), N (37)
SECTION 2									
Owner	Properties	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Zillow Estimated Total Value	Tax Exempt
CITY OF MINNEAPOLIS	5	0.75	Multiple	R2B	Urban Neighborhood	N (5)	0	511927	Y (5)
HENNEPIN FORFEITED LAND	3	0.25	Vacant Land - Residential and Residential	R2B	Urban Neighborhood	N (3)	63000	309794	Y (2), N (1)
PRIVATELY OWNED	51	6.12	Multiple	R2B	Urban Neighborhood	Y (23), N (28)	3745400	5437931	Y (2), N (49)
Totals	59	7.12	Multiple	R2B	Urban Neighborhood	Y (23), N (36)	3808400	6259652	Y (9), N (50)
SECTION 3									
Owner	Properties	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Zillow Estimated Total Value	Tax Exempt
CITY OF MINNEAPOLIS	13	1.69	Vacant Land - Residential	R2B	Urban Neighborhood	N (13)	0	493099	Y (13)
HENNEPIN FORFEITED LAND	2	0.16	Vacant Land - Residential	R2B	Urban Neighborhood	N (2)	0	71200	Y (2)
MPLS PUBLIC HOUSING AUTH	1	0.1	Residential	R2B	Urban Neighborhood	N	0	113677	Y
PRIVATELY OWNED	34	5.48	Multiple	R2B	Urban Neighborhood	Y (16), N (18)	2520900	3852193	N (34)
Totals	50	7.43	Multiple	R2B	Urban Neighborhood	Y (16), N (34)	2520900	4530169	Y (17), N (33)
SECTION 4									
Owner	Properties	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Zillow Estimated Total Value	Tax Exempt
MPLS PUBLIC HOUSING AUTH	1	1.26	Apartment	R2B	Urban Neighborhood	N	0	0	Y
HENNEPIN FORFEITED LAND	2	0.31	Vacant Land - Residential and Residential	R2B	Urban Neighborhood	Y (1), N (1)	88700	126967	N (2)
PRIVATELY OWNED	40	5.99	Multiple	R2B	Urban Neighborhood	Y (18), N (22)	2911700	4561454	N (40)
Totals	43	7.56	Multiple	R2B	Urban Neighborhood	Y (19), N (24)	3000400	4688421	Y (1), N (42)
SECTION 5									
Owner	Properties	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Zillow Estimated Total Value	Tax Exempt
CITY OF MINNEAPOLIS	5	0.63	Vacant Land - Residential	R2B	Urban Neighborhood	N (5)	0	231483	Y (5)
HENNEPIN FORFEITED LAND	6	0.81	Multiple	R2B	Urban Neighborhood	N (6)	6200	375101	Y (5), N (1)
MPLS PUBLIC HOUSING AUTH	1	0.16	Residential	R2B	Urban Neighborhood	N	0	105065	Y
PRIVATELY OWNED	46	5.91	Multiple	R2B	Urban Neighborhood	Y (12), N (34)	3105400	4855710	Y (1), N (45)
Totals	58	7.51	Multiple	R2B	Urban Neighborhood	Y (12), N (46)	3111600	5567359	Y (12), N (46)
ALL SECTIONS									
Owner	Properties	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Zillow Estimated Total Value	Tax Exempt
CITY OF MINNEAPOLIS	25	4.61	Multiple	R2B	Urban Neighborhood	N (27)	0	1236509	Y (27)
HENNEPIN FORFEITED LAND	16	1.98	Multiple	R2B	Urban Neighborhood	Y (2), N (14)	223200	1137402	Y (10), N (6)
MPLS PUBLIC HOUSING	3	1.52	Multiple	R2B	Urban Neighborhood	N (3)	0	218742	Y (3)
PRIVATELY OWNED	206	28.64	Multiple	R2B	Urban Neighborhood	Y (81), N (125)	14935800	22879048	Y (3), N (203)
TOTALS	250	36.75	Multiple	R2B	Urban Neighborhood	Y (83), N (167)	15159000	25471701	Y (43), N (207)

**Access**

The subject site is located just off of West Broadway Avenue, adjacent to highway I-94. The proximity of this site to a major highway makes it a very attractive site for industrial businesses that require a significant amount of supply and/or product shipping. Additionally, this site is served by multiple Metro Transit bus lines, which will allow workers to access the site without needing to use private transportation.



## Homesteaded

While the majority of this site consists of single family, detached homes, a positive with the area is that a vast majority of these parcels (over 66%) are non-homesteaded. This is viewed as an advantage because our team believes that non-homesteaded owners will be more amenable to selling their property than homesteaded owners. Moreover, many of these rented properties are distressed and an eyesore to the community.

## CHALLENGES

### Vacancy

There are several parcels that are currently vacant within the subject site. Of the 250 parcels, 48 parcels are vacant lots (5.74 acres) and the majority of these parcels are under public ownership. These lots will reduce the number of negotiations needed for purchase and relocation of residents. However, the vast majority of the site, 84.4% of all acres within the site, is not vacant and has residential homes already placed on parcels. Additionally, lots that are vacant are scattered throughout the site. Due to vacant properties not being located in a concentrated area, the difficulty of acquiring entire blocks of land is reduced only slightly.

### Ownership

A significant difficulty with this site is the property attainment component. The site consists of 250 residential parcels (77.9% of which are privately owned). A business park located in this site would not necessarily need to purchase all 14 blocks of property; however, each block will require negotiation to purchase somewhere between 15-25 parcels. Even with all of the publicly owned land, acquiring entire blocks of land, from multiple landowners, will be extremely expensive and time consuming.

A strategy that might assist with property attainment is relocating property owners' homes, only those that are of high quality, from their existing site to another publicly owned, vacant lot in North Minneapolis. This would allow the property owner to keep their home, which they may have an emotional attachment, and would allow them to stay within their same neighborhood. This strategy was used by Ryan Cos. in St. Paul to make room for a new, mixed-use development (Whole Foods and apartments). Ryan Cos. moved three homes, which were built pre-1925, to vacant lots located from 1.5 to 2.5 miles away (Melo, 2014). This is a very unique strategy to fill neighborhood housing and acquire properties for non-residential uses. However, the costs of completing this type of move are unknown and will require additional research to uncover the viability of the strategy.

### Estimated Market Value

The Estimated Market Value (EMV) for the North of Kamps Site is a significant impendent to the development of the area. Using the Hennepin County and Zillow.com property estimates, it is estimated that the privately owned properties in this area are valued at \$22,879,048. The total estimated cost is difficult to determine, due to not knowing the property value for parcels owned by public agencies. However, using the Zillow.com and County estimates, our team estimates that the cost for acquiring the 14 blocks or parcels will be at least \$25,471,701 (this does not include legal, administration and other fees).

### Zoning and Land Use

The land in this site is currently zoned R2B, with a future land use of urban neighborhood. The City of Minneapolis will need to amend the Comprehensive Plan to allow industrial uses in this area.

## Kemps Site: Future Land Use





### ***Small Area Plan***

The West Broadway Alive Plan guides this area for low-density, residential. Any proposal for a business park on this site will require an amendment of the small area plan. Moreover, the plan has architectural guidelines for buildings located within the district; however, it is not believed to be a major impediment to the development of the site since it is not located adjacent to West Broadway Avenue. Lastly, the small area plan mentions job and residential growth as major goals. Establishing a business park in this area would increase jobs in the area, but it is unknown how amenable the community will be to reducing residential zoning to allow additional industrial land in the neighborhood.

### ***Surrounding Neighborhood***

South and southeast of the site are existing industrial sites (Kemps) and to the east of the site is interstate highway 94; however, the properties to the north and west are all residential properties. Any proposed business park will need to mitigate negative externalities that would be produced from the increase in intensity of the area (noise, pollution, traffic, etc.).

## **OTHER CONSIDERATIONS**

### ***Environmental Issues***

The site has a long history of residential uses. Several houses in this area were built around the turn of the century. Yet, environmental hazards for the area are unknown, due to previous industrial land uses in the area, but it is unlikely that there are significant environmental hazards in the area. With that said, any development of the site would require an environmental assessment.

### ***Infrastructure Costs***

The costs to reposition the city grid system to accommodate a business park and the costs to provide utility services throughout the proposed sites are not known at this time. A future developer will need to access these costs early in the development proposal process.

### ***Political Viability***

A major concern of this site is the political viability of acquiring properties for industrial properties. While development in this area has the potential to bring jobs to North Minneapolis, it also has the potential to displace large amounts of Northside residents. This concern is emphasized due to the fact that 66.8% of properties in the area are non-homesteaded. Renters of this area will have virtually no say in the negotiation of the development, but they will be the people that will be harmed the most by the project. Renters have a long history of marginalization in urban areas and the community may not support an initiative that displaces these residents. Relocation assistance may need to be provided for both homesteaded and non-homesteaded residents in the area.

### ***Further Study Needed***

To move forward with this proposed site, it is essential that a cost-benefit analysis be completed to better determine the economic viability of the site. This study should include a more accurate estimate of the cost to acquire the individually owned properties in the area, along with the estimated costs to relocate residents that currently live within the subject site area.

There will also need to be a dialog between elected city officials and the community to gauge interest and support for increasing industrially zoned land in the area. This could be a very time consuming process, but support from these two groups will be vital if there is any opportunity to develop land in this area.

# 4

# 44TH & LYNDALE AVE

## TOTAL SIZE

6.66 acres (4.44 in the first option; 2.22 in the second)

## NUMBER OF PARCELS

There are 24 parcels total

## VACANCY

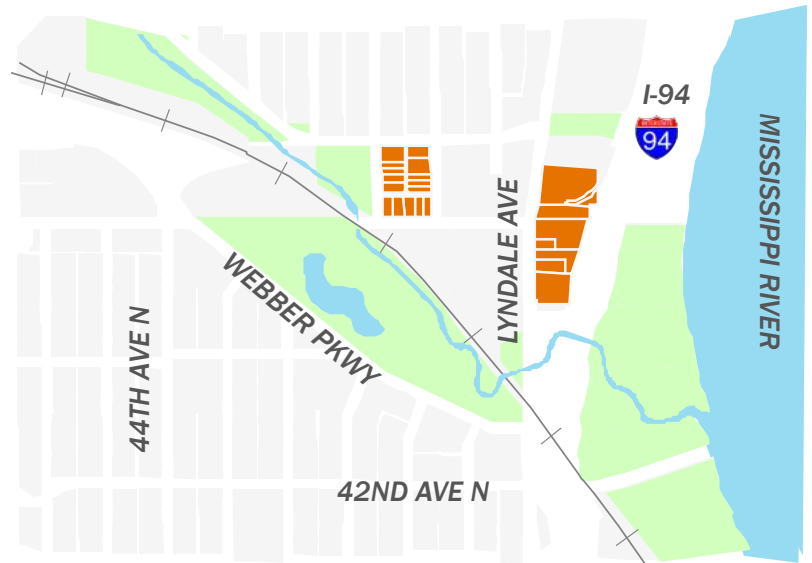
8.9% vacant land (0.59 acres)

## LAND USE

Current zoning is I2 Medium Industrial and R4 Multiple-family District and Land Use is Transitional Industrial and Urban Neighborhood

## PUBLIC OWNERSHIP

1.4% under public ownership, 1 parcel owned by Minneapolis Public Housing Authority (.09 acres)



## BACKGROUND

Adjacent to Interstate 94, the area is just blocks away from the highway's access ramps. The highway, running parallel to both the site and the Mississippi, acts as a barrier, blocking access to the River and its adjacent parkland, except at 45th Avenue North, where there are pedestrian and bicycle trails that lead to the North Mississippi Regional Park. The site extends northward from just south of 44th Avenue North until just north of 45th Avenue North along the eastern side of Lyndale Avenue North. The total area measures approximately 4.44 acres. A secondary location lies west of Lyndale Avenue North, between Bryant and Aldrich Avenues North and between 44th and 45th Avenues North; it measures 2.22 acres. Both sites are situated northeast of Webber Park, connecting the Camden-Webber and Lind-Bohanon neighborhoods.

The site area has a mixture of vacant land, unoccupied buildings, and currently operating businesses. Its significant acreage, its vacant and under-utilized parcels, its proximity to Interstate 94, and its designations as a transitional industrial area and as a neighborhood commercial node, make this area a more than suitable site for a smaller business park or makers district. Challenges also exist with this site, however: not all properties are vacant; most of the land is not publicly owned; and multiple property owners can complicate the purchasing processes.

## EXISTING CONDITIONS

The first option for development at this site potentially addresses 9 parcels along the eastern side of Lyndale Avenue North. Current land use of the area differs from parcel to parcel. The entire area accounts for 4.44 acres. When considering ownership of the properties, the site can be divided into 4 main sections.

### Section A

The southernmost parcel of the site, at 4324 Lyndale Avenue North, houses a small commercial property, which includes two daycare centers, an African cuisine restaurant, a steakhouse restaurant, and a church center. Owned by William Jordan, this commercial property, situated on 0.75 acres, has a market value of \$625,000.

### Section B

Traveling northward, the next two parcels are owned by WJ Properties, LLC. The smaller of the two parcels, at 4336 Lyndale

Avenue North, measures 0.28 acres. It currently houses a Hennepin County Probation Center and has a market value estimated at \$600,000. Adjacent to this parcel, at 4340 is a vacant industrial property that contains a surface parking lot. This larger “L” shaped property measures 0.38 acres and has a market value of \$89,800.

**Section C**

4350 Lyndale Avenue North is a very small parcel, measuring only 0.12 acres. It is surrounded on two sides from 4360 Lyndale, a much larger parcel, measuring 0.85 acres - also owned by J.E.A. Gruett and P.J. Olson. 4350 is currently unoccupied, while the commercial property at 4360 houses Rapid Recovery, Inc., a vehicle towing and impound facility. The latter has a market value of \$550,000; the former has a market value of \$113,500.

**Section D**

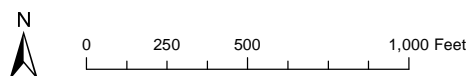
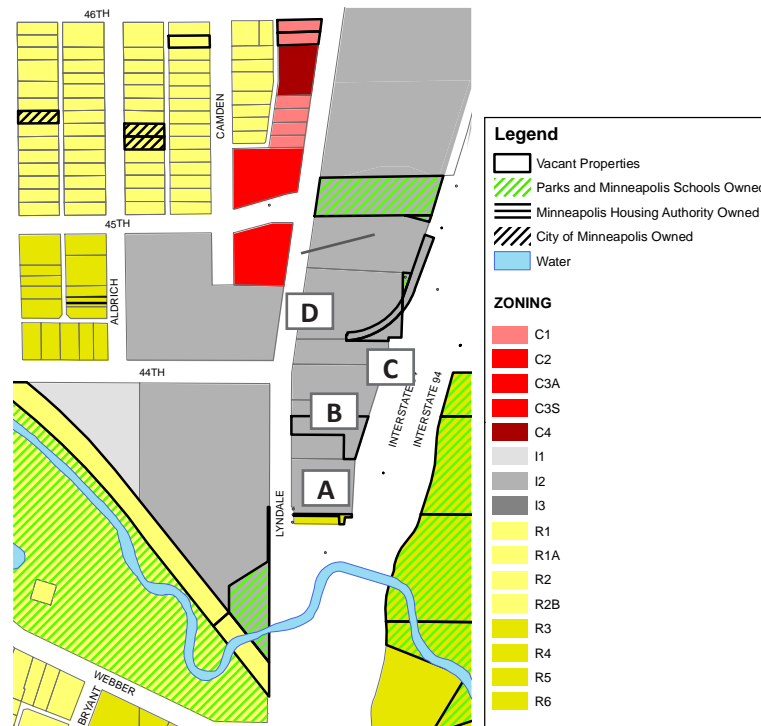
Just north of 44th Avenue North is a commercial property, the Machine Specialties Manufacturing Company building, currently for sale through Catalyst Commercial Properties. It is situated on one of the four contiguous parcels owned by Zimmerschied, Inc. which together account for just over 2 acres. The parcel housing the Machine Specialties Manufacturing Company building, measuring 0.51 acres, has an estimated market value of \$175,000. Adjacent to the parcel at 4400, are two smaller, irregularly shaped, vacant parcels, also owned by Zimmerschied Inc., totaling 0.21 acres. Together, these parcels have an estimated market value of \$145,200. The last parcel owned by Zimmerschied is the largest; it measures 1.34 acres, has an estimated market value of \$525,000, and has an industrial property - which houses an architectural salvage company, Guided Salvage Antiques - situated upon it.

Catalyst Commercial Properties is currently listing these four properties for sale. The properties include an 8,718 square foot office building and 44,438 square feet of warehousing space and are being sold for \$750,000, either as single user or multi-tenant buildings.

A second component for redevelopment could occur in this vicinity. Using a similar approach as the one recommended for the residential areas north of the Kemps facility, parcels in the one square block area between Bryant and Aldrich Avenues North and between 44th and 45th Avenues North can be rezoned, purchased, assembled, and used for redevelopment. The 15 different parcels in this square block account for 2.22 acres and are owned by 14 different owners. Only 5 of the properties are homesteaded. Their estimated market value according to Hennepin County records is \$1,684,500; their total market value according to Zillow.com is much higher at \$2,252,808.



44th and Lyndale: Zoning



**TABLE 9. 44TH AND LYNDALE PARCEL DATA**

West Site	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Zillow Estimate Value	Tax Exempt
DREW KABANUK & TERRI KABANUK	0.19	Double Bungalow	R4	Urban Neighborhood	N	106500	160233	N
ANITA LANDRY & JOHN LANDRY	0.1	Residential	R4	Urban Neighborhood	N	68000	107149	N
MPLS PUBLIC HOUSING AUTH	0.09	Residential	R4	Urban Neighborhood	N	0	124622	Y
STEVEN F MELDAHL	0.1	Residential	R4	Urban Neighborhood	N	58500	111608	N
J E BRISTOL & P J BRISTOL	0.11	Residential	R4	Urban Neighborhood	Y	82000	94169	N
BRIAN P PERRY	0.12	Double Bungalow	R4	Urban Neighborhood	N	119000	169865	N
TIA VANG	0.15	Double Bungalow	R4	Urban Neighborhood	N	123500	174919	N
MAHMOOD KHAN	0.16	Double Bungalow	R4	Urban Neighborhood	N	60000	129226	N
JANICE BIORN	0.16	Residential	R4	Urban Neighborhood	Y	104500	117888	N
JOANN H GORDON	0.17	Residential	R4	Urban Neighborhood	Y	124000	141175	N
ADRIANNA SUTHERLAND	0.12	Double Bungalow	R4	Urban Neighborhood	N	89500	132700	N
MICHAEL PAUL MEYERS	0.09	Residential	R4	Urban Neighborhood	Y	89500	110004	N
KONSTANTIN GINZBURG	0.1	Residential	R4	Urban Neighborhood	Y	105000	124750	N
SHINGLE CREEK MANOR LLC	0.28	Apartment	R4	Urban Neighborhood	N	383500	383500	N
MAHMOOD KHAN	0.28	Apartment	R4	Urban Neighborhood	N	171000	171000	N
Totals	2.22	Multiple	R4	Urban Neighborhood	Y (5), N (10)	1684500	2252808	Y (1), N (14)

East Site	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Tax Exempt
R N & M S GROSS	0.28	Commercial	I2	Transitional Industrial	N	580000	N
R N & M S GROSS	0.38	Vacant Land - Industrial	I2	Transitional Industrial	N	89800	N
R N & M S GROSS	0.75	Commercial	I2	Transitional Industrial	N	625000	N
J E A GRUETT & P J OLSON	0.12	Commercial	I2	Transitional Industrial	N	113500	N
J E A GRUETT & P J OLSON	0.85	Commercial	I2	Transitional Industrial	N	530000	N
ZIMMERSCHIED INC	0.1	Vacant Land - Industrial	I2	Transitional Industrial	N	22000	N
ZIMMERSCHIED INC	0.11	Vacant Land - Industrial	I2	Transitional Industrial	N	123200	N
ZIMMERSCHIED INC	0.51	Commercial	I2	Transitional Industrial	N	175000	N
ZIMMERSCHIED INC	1.34	Industrial	I2	Transitional Industrial	N	525000	N
Totals	4.44	Multiple	I2	Transitional Industrial	N (9)	2783500	N (9)

**STRENGTHS**

**Vacancy**

Six of the parcels have existing structures that may be suitable for adaptive reuse; the remaining three parcels, which are vacant with only surface parking lots, would provide more flexibility for what can be physically constructed upon them.

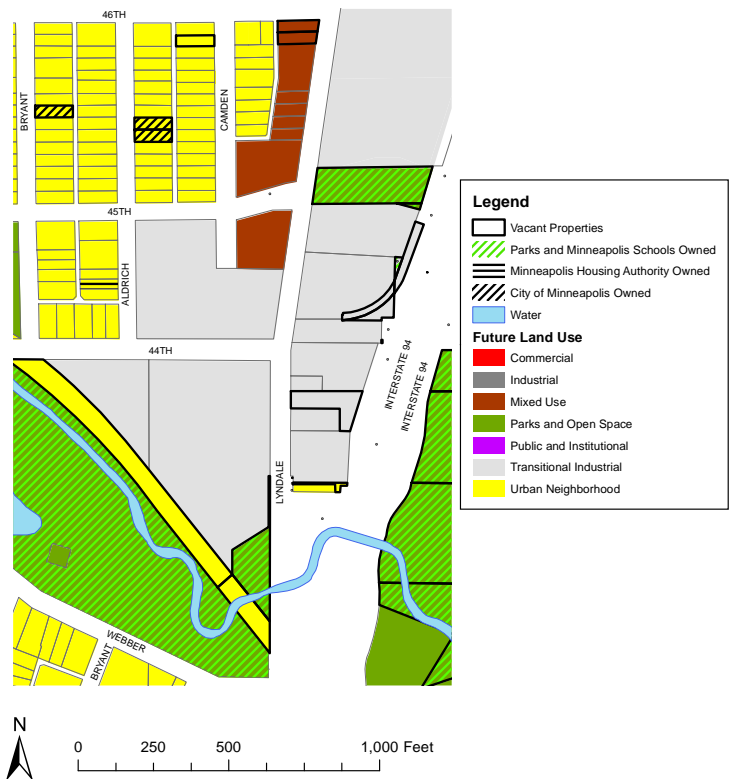
**Zoning and land use**

The site is located in an area already zoned transitional industrial, adjacent to existing industrial and commercial properties with operating businesses. Development there would not greatly infringe upon neighboring uses, because as industrially or commercially zoned areas, they are conducive to such development. Because they are already zoned appropriately, the first option for development along Lyndale Avenue North would not require any rezoning.

**Surrounding Neighborhood**

Running parallel to a segment of Interstate 94, the site is located in an industrial area and is across the street from commercial businesses, including a McDonald's. Further to the west is a small residential area. Railway lines separate the area from Webber Park, which lies 0.3 to the southwest of the first development option and just south of the second.

44th and Lyndale: Land Use



## Access

Located just south of access ramps to Interstate 94, and just minutes away from the interstate 94 and interstate 394 interchange, the site is highly accessible. The site's location would not only benefit a potential employer by effectively reducing its transportation costs, it could also benefit transit-dependent potential employees, as it is served by bus routes 22, 32, and 762. The surrounding area is also highly walkable and accessible for pedestrians.

## Proximity to Downtown

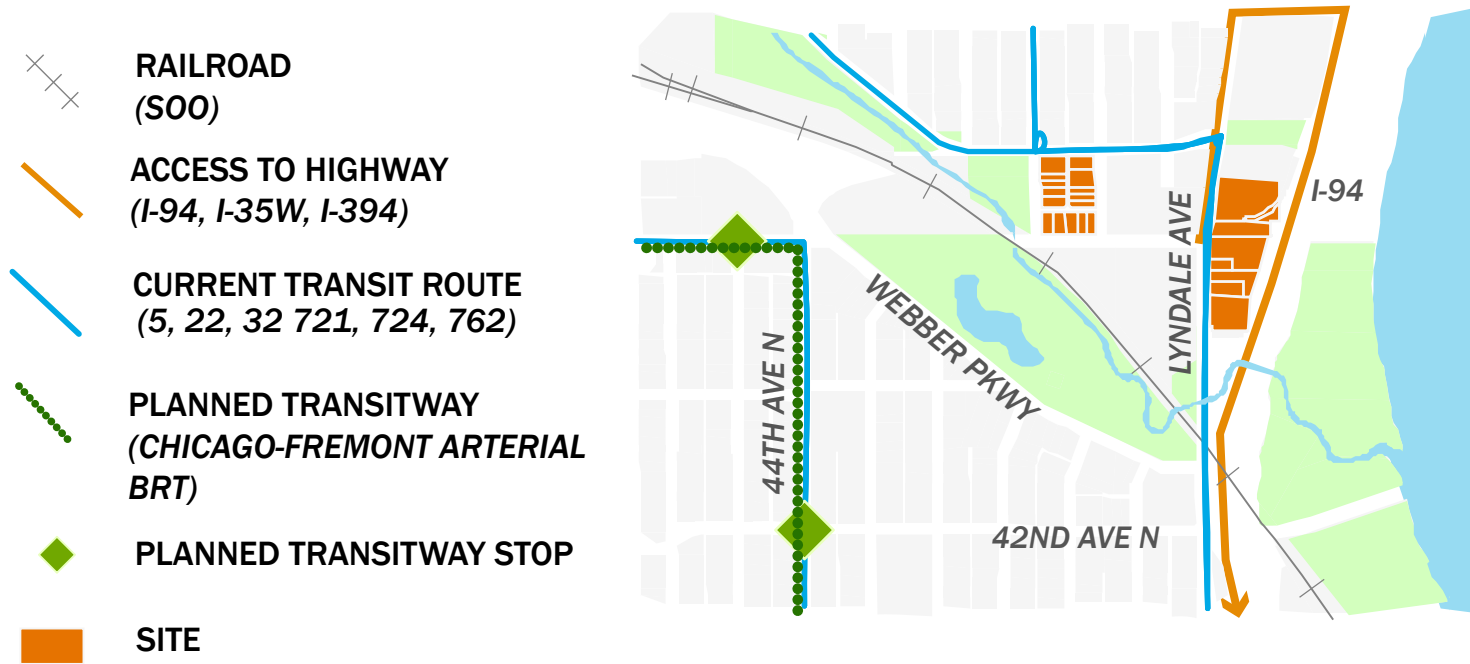
» 6 miles

## Proximity to Airport

» 19.7 miles to MSP Airport

## Proximity to the University of Minnesota

» 7.4 miles



## CHALLENGES

### Ownership

All of the sites are owned by private entities, and as such, are not likely to be sold below market rate. Because the City does not own the parcels, restrictions, like those linking financing and the number of employed Northside residents, would not be able to be placed upon them. The number of owners may also complicate the purchasing process, as development of the entire 4.44 acres would require all five owners to agree to sell at favorable terms.

### Expansion Opportunities

Though this site measures 4.44 acres, there are limits to how development likely can occur there. First, the historic structure at 4400 Lyndale Avenue North is situated nearly in the middle of the entire site, dividing the site and preventing perhaps a larger-scale development. Demolition of the historic structure would be expensive or unlikely – especially because the Lind-Bohanon Neighborhood Association is in favor of development at the site. Existing businesses are operating, like Guided Salvage, on the site also; larger-scale redevelopment would require their relocation. Removing existing businesses to make way for newer ones may be counterproductive to the goal of the NJCT.

### ***Estimated Market Value***

Because all of the properties in the first option, and many of the properties in the second, are privately owned, they would likely need to be purchased at market value. The estimated market value for the properties on the eastern side of Lyndale Avenue total \$2,823,500; the estimated market value for the 15 parcels in the second option totals \$1,684,500. Possibility for redevelopment in both areas would be largely dependent on the private owners' propensities to sell.

### ***Homesteaded***

None of the properties in the first option for redevelopment are homesteaded, which would likely make the purchasing process less difficult; however, 5 of the 15 properties in the second option for redevelopment are homesteaded residential properties. Special consideration would have to be given to the residents – particularly those who rent their homes in this area.

## **OTHER CONSIDERATIONS**

### ***Political Viability***

The second potential component for development may not be politically viable. Just as with the area north of the Kemps facility, the proposal to rezone the 15 parcels from residential to industrial, purchase the properties, and assemble the parcels to allow for some sort of industrial or makers' district development may incite significant political opposition. Another important consideration for this area is the amount of non-homesteaded properties. Homeowners would likely be highly involved in the process, but renters on the other hand, would likely not be. The entire site would account for approximately 2 acres – decision makers would have to assess whether the area is large or important enough to justify the political issues that such a development would raise.

### ***Distinct Architecture***

The property for sale at 4400 Lyndale Avenue North, the Machine Specialties Manufacturing Company building, was built in 1892. Financial incentives, like those provided by the Historic Tax Credits, may be an additional incentive attracting developers to the site and reducing the overall cost of a potential redevelopment there.

### ***Small Area Plan***

The area is situated just outside the boundaries of the Above the Falls Master Plan; nor is it located within an Industrial Employment District, which are designated by the City's Industrial Land Use and Employment Policy Plan. As such, it is not afforded the same level of policy protection that prohibits residential uses in these employment districts. The Minneapolis Plan for Sustainable Growth designates the area instead as a "transitional industrial" area allowing it to evolve in the future to other uses compatible with the surrounding development. Though these areas are intended for industrial development, they may support some limited commercial uses as well.

### ***Environmental Issues***

There are no known environmental issues at this site; however, environmental remediation measures should not be ruled out completely under further study of the site soils and groundwater is conducted.

# 5

# PENN & PLYMOUTH AVE

## TOTAL SIZE

The site is 3.76 acres total

## NUMBER OF PARCELS

There are 20 parcels total

## VACANCY

96.5% is vacant land (3.63ac res)

## LAND USE

Current zoning is C1 Neighborhood Commercial, C2 Neighborhood Corridor, and R2B Two-family. The land use is guided for Urban Neighborhood and Mixed Use

## PUBLIC OWNERSHIP

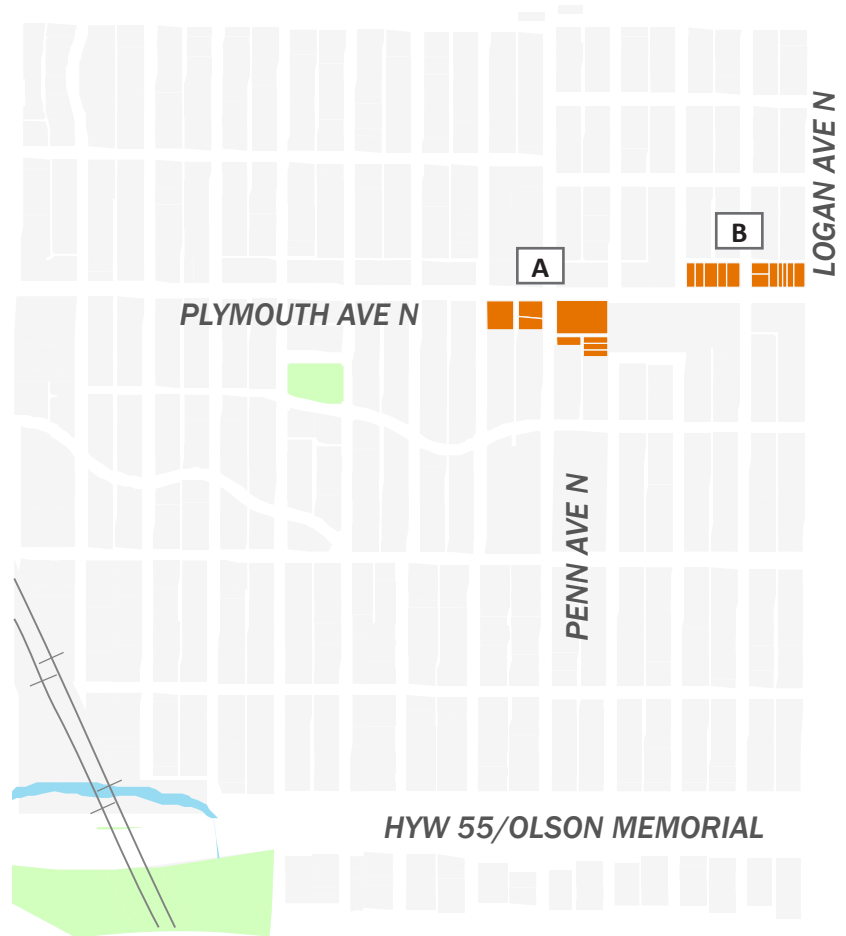
88% is under public ownership, owned by the City of Minneapolis (3.31 acres)

## BACKGROUND

The site lies in the Near North neighborhood at the intersection of Plymouth Ave N and Penn Ave N. While this is our main identified site, a few blocks to the west, at Plymouth Ave N and Morgan Ave N, is another contiguous block of vacant, City-owned land that could be grouped as one proposal for development.

The City inherited the vacant parcels at the intersection of Plymouth and Penn in 1991 from a closed McDonald's and initial plans were proposed to expand an adjoining strip mall known as Plymouth Plaza. The City has identified the intersection of Plymouth and Penn as a Neighborhood Commercial Node and Plymouth Ave as a Community Corridor. The Comprehensive Plan states in Policy 1.9 to "support new small-scale retail sales and services, commercial services, and mixed uses where Community Corridors intersect with Neighborhood Commercial Nodes". Also, in Policy 1.9: "Through attention to the mix and intensity of land uses and transit service, the City will support development along Community Corridors that enhances residential livability and pedestrian access" (City of Minneapolis CPED, 2008).

The total vacant land between the two intersections is 3.63 acres, and the City owns 3.31 acres of the vacant acres. This site is located in one of the few mainly commercial corridors in North Minneapolis and there has been much discussion about what should occur in this area. The City has previously issued a request for proposals for the southwest and southeast corners of the intersection of Penn and Plymouth Avenues North; however, despite promising development proposals, there has yet to be a completed project at this site. While this site may not be suitable for a light industrial business park use, the site was identified because of its potential to accommodate one or two retail and commercial businesses, such as a maker's district.



## EXISTING CONDITIONS

The existing conditions at both of these sites are similar in terms of opportunities and challenges for development.

### Site A: Penn and Plymouth

The parcels between Queen and Penn on the south and north of Plymouth are zoned OR2 (High Density Office Residence), the parcels south of Plymouth and east of Penn are zoned C2 (Neighborhood Corridor Commercial District). A block north and south from Plymouth Ave is low density residential (R1, R1A, R2B). The Plymouth and Penn intersection is designated as mixed-use.

Surrounding uses are:

- NW corner is Northpoint Health and Wellness Center (property owned by Hennepin County) and Estes Funeral Chapel
- NE corner is Northpoint's paved parking and Minneapolis Urban League
- SW corner is Northpoint's additional paved parking
- SE corner is vacant land

### Site B: Penn and Morgan

The parcels between Newton and Logan, on the north of Plymouth are zoned C1 and C2. A block north and south from Plymouth Ave is low density residential (R1, R1A, R2B). A block north and south from Plymouth Ave is low density residential (R1, R1A, R2B). The intersection at Plymouth and Morgan is designated as an urban neighborhood land use.

Surrounding uses are:

- NE corner is vacant
- SE corner are townhomes owned by Plymouth Townhouse Apartment Association
- NW corner is half owned by the City of Minneapolis and half owned by Birch and Jones (used to be Mass Appeal Barber Shop but is closed) but is primarily vacant except for some parking
- SW corner is owned by the City of Minneapolis (Fourth Police Precinct)

## STRENGTHS

### *Vacancy*

Although not all contiguous, there is a lot of vacant land. Between the two sites there is a total of 3.63 acres that is vacant.

### *Market Value & Ownership*

The City of Minneapolis owns 3.31 acres and the remaining 0.45 parcels are privately owned by Birch Jones JR & SJ Jones at 1914, 1910, and 1918 Plymouth Ave N. Hennepin County has no estimates for the vacant parcels; however, the County estimates the total land and building value of the parcels owned by Birch Jones is \$150,000.

### *Homestead*

None of the properties within this site are homesteaded.

### *Access*

Plymouth and Penn Avenue are both frequently traveled corridors and their intersection is highly visible area, which could create a real community asset for retail or commercial businesses. This site has good existing transit access and will be served by the C-Line bus rapid transit (BRT) down Penn Avenue. A Bottineau light rail station, once built, will be a 10-minute walk away. This site is also less than a mile away from both Interstate-94 and Highway-55.

### *Proximity to downtown*

- » 1.8 miles downtown Minneapolis
- » 12.7 miles to downtown St Paul

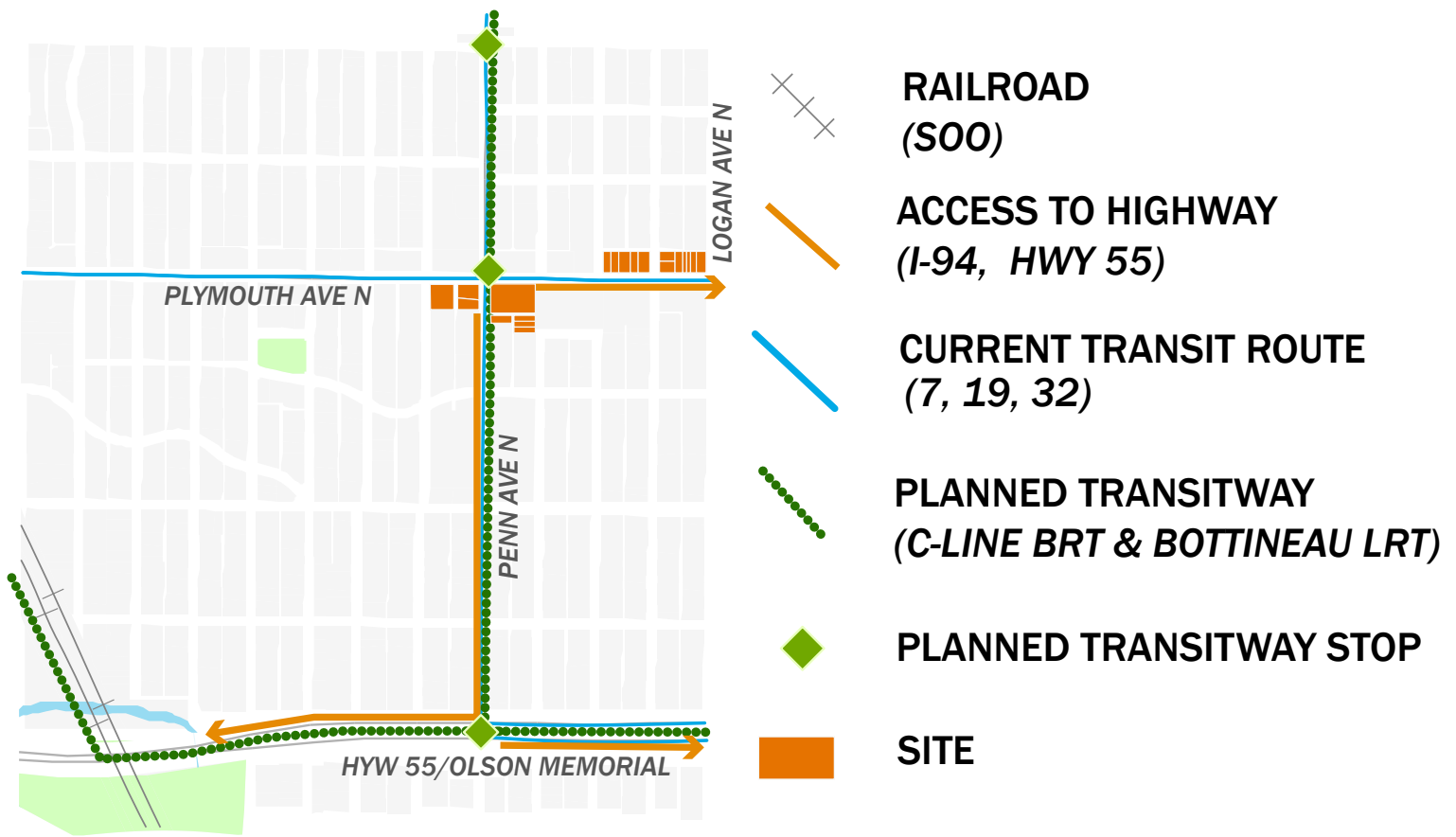
### *Proximity to University of Minnesota*

- » Approximately 4 miles away from UMN
- » A block away from UMN UROC

### *Proximity to airport*

- » 14 miles (20 minutes) to MSP airport





## CHALLENGES

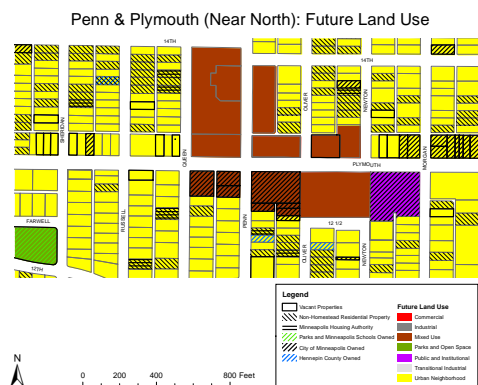
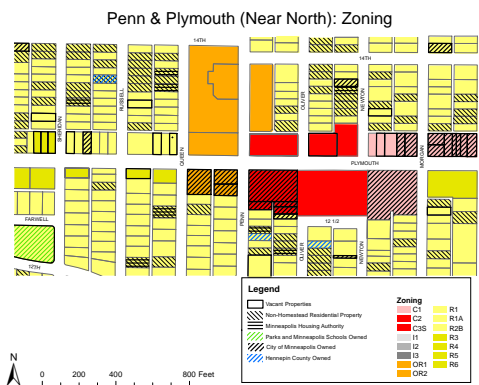
### Zoning and Land Use

Because the area is designated as a Community Corridor and it is currently zoned as predominantly residential and commercial, it would be difficult to have this area rezoned to support industrial uses. The City owned properties are currently zoned for office and commercial uses and would require a rezoning if this were to host industrial development.

In addition, the City owned properties are guided for mixed use (retail, office or residential) and the surrounding area is guided for Urban Neighborhood for future land use. While this site may be not well suited for industrial uses, it has high potential for commercial development and potentially a maker's district with a zoning text amendment to allow for retail and industrial uses in the same property.

### Surrounding Neighborhood

It might be difficult to accommodate industrial use with the surrounding residential and commercial properties, but there is potential for a maker's district or one or two commercial/retail establishments.



## Expansion Opportunities

There is not a large opportunity for expansion. The combined site is 3.31 acres that is owned by the City and there is little opportunity for additional expansion because the sites are directly surrounded by residential to the south and west, and existing commercial property to the east.

## Small Area Plan

The City has identified the intersection of Plymouth and Penn as a Neighborhood Commercial Node and Plymouth Ave as a Community Corridor.

## OTHER CONSIDERATIONS

### Environmental Issues

It is unknown at this time if there are any environmental issues.



**TABLE 10. PLYMOUTH AND PENN AVE PARCEL DATA**

Location A	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Tax Exempt
CITY OF MINNEAPOLIS	0.22	Vacant Land - Commercial	C2	Mixed Use	N	0	Y
CITY OF MINNEAPOLIS	0.18	Vacant Land - Commercial	C2	Mixed Use	N	0	Y
CITY OF MINNEAPOLIS	0.4	Vacant Land - Commercial	C2	Mixed Use	N	0	Y
CITY OF MINNEAPOLIS	0.13	Vacant Land - Commercial	C2	Mixed Use	N	0	Y
CITY OF MINNEAPOLIS	0.08	Vacant Land - Commercial	R2B	Urban Neighborhood	N	0	Y
CITY OF MINNEAPOLIS	0.08	Vacant Land - Commercial	C2	Mixed Use	N	0	Y
CITY OF MINNEAPOLIS	0.11	Vacant Land - Commercial	C2	Mixed Use	N	0	Y
CITY OF MINNEAPOLIS	1.03	Vacant Land - Commercial	C2	Mixed Use	N	0	Y
Totals (8 properties)	2.23	Vacant Land - Commercial	C2 and R2B	Mixed Use and Urban Neighborhood	N (8)	0	Y (8)

Location B	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Tax Exempt
CITY OF MINNEAPOLIS	0.15	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	Y
CITY OF MINNEAPOLIS	0.11	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	Y
CITY OF MINNEAPOLIS	0.06	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	Y
CITY OF MINNEAPOLIS	0.06	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	Y
CITY OF MINNEAPOLIS	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	Y
CITY OF MINNEAPOLIS	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	Y
CITY OF MINNEAPOLIS	0.12	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	Y
CITY OF MINNEAPOLIS	0.19	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	Y
CITY OF MINNEAPOLIS	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	Y
CITY OF MINNEAPOLIS TOTALS (9 properties)	1.08	Vacant Land - Commercial	C1	Urban Neighborhood	N (9)	0	Y (9)
BIRCH JONES JR & S J JONES	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	1500	N
BIRCH JONES JR	0.19	Vacant Land - Commercial	C1	Urban Neighborhood	N	49500	N
BIRCH JONES JR & S J JONES	0.13	Commercial	C1	Urban Neighborhood	N	99000	N
BIRCH JONES JR & S J JONES TOTAL (3 properties)	0.45	Vacant Land - Commercial and Commercial	C1	Urban Neighborhood	N (3)	150000	N (3)
TOTALS	1.53	Vacant Land - Commercial and Commercial	C1	Urban Neighborhood	N (12)	150000	Y (9), N (3)

Locations A and B (20 properties)	3.76	Vacant Land-Commercial and Commercial	C1, C2, and R2B	Mixed Use and Urban Neighborhood	N (20)	150000	Y (9), N (11)
-----------------------------------	------	---------------------------------------	-----------------	----------------------------------	--------	--------	---------------

# 6

# OAK LAKE & 7TH ST

## TOTAL SIZE

The site is 4 acres total

## NUMBER OF PARCELS

There are 6 parcels total

## VACANCY

13.3% is vacant land (0.53 acres)

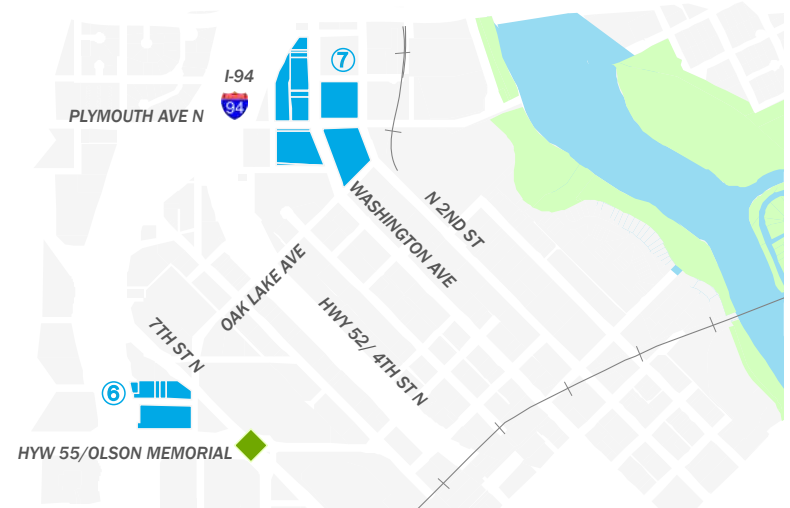
## LAND USE

Current zoning is I2 Medium Industrial and Transitional Industrial land use

## PUBLIC OWNERSHIP

0% is under public ownership (0 acres)

- SITES**
- ⑥ Oak Lake & 7th
  - ⑦ Plymouth & Washington



## BACKGROUND

This site is located at the convergence of a few distinct areas of the City near its downtown. The Near North, Sumner Glenwood, and North Loop neighborhoods are either adjacent or proximate to the site. The site, an obtuse triangular shape, is wedged between 7th Avenue Street North to the North, East Lyndale Avenue North and Interstate 94 to the West, Olson Memorial Highway to the South, and Oak Lake Avenue to the East. Prior to 1946, residential dwellings occupied this site. In the time since then, however, it has been home to various industrial uses, including a distribution warehouse, fleet vehicle maintenance center, auto cleaning services, and an electrical contracting outfit.

The area just southeast of the site has undergone significant redevelopment efforts within the past decade. Target Field baseball stadium and Target Field Station are two massive investment projects that have been subsequently accompanied by restaurants, breweries, and apartment complexes as the trendy North Loop neighborhood develops further westward. Additional investment is now anticipated in the area directly south of the site, as the proposal for a major league soccer stadium to be built in the area has recently been made. Just west of downtown, this “no-man’s land” falls outside of the boundaries for the Bassett Creek Valley Master Plan.

Admittedly, the parcel is smaller than what would ideally be required by Cut Fruits Express or another large operation. The advantages provided by its strategic location, however, cannot be ignored. We have identified it as a potential site for a single business, or for a few smaller businesses that could effectively use the site and capitalize on the proposed retail and commercial development that is planned for part of the site. Individual businesses or a small maker’s district of sorts could likely be accommodated here. The greatest challenges presented by this site are the inability of businesses to expand, the fact that the City does not own any of the land, and any existing environmental issues from past uses of the land.

## EXISTING CONDITIONS

The existing conditions at this site present both real opportunities and real challenges for development.

7th Avenue North bisects the site from East to West, creating two main sections of the site.

North of 7th Avenue, two buildings currently stand; the larger of the two is owned by Weisman Investment Companies and is currently available for lease through Hoyt Properties. It sits at the intersection of Oak Lake Road and North 7th Street. The other, smaller building is currently owned by NHH Olson Memorial, LLC. It is just south of the Metro Transit facility on North 7th Street. A surface parking lot separates the two buildings. The entire site, North of 7th Avenue, containing the two buildings and the parking lot, accounts for 1.81 acres.

South of 7th Avenue North, one large building, currently owned by NHH Olson Memorial, LLC, occupies the land. The parcel area measures 2.19 acres, or 95,314 square feet. The entire area is zoned I-2 and measures 4.0 acres.

### Site A

This portion of the site is composed of three distinct parcels - all owned by Weisman Investment Companies. The total acreage for all three parcels is 1.07 acres. The estimated market value of the three adjacent parcels is \$833,300. The building on the property is owned by Weisman Investment Companies and is currently available for lease through Hoyt Properties, Inc. Its purchase price is listed at \$1,500,000. The existing building provides 12,000 square feet of warehouse space, plus an additional 6,000 of warehouse space on the lower level, as well as 6,000 square feet of office space. The building is currently vacant; however, Lock Up Minneapolis has applied for and been granted a conditional use permit for a surface parking lot to accompany a four-story self storage facility to be built on the site. The proposed development would also include ground-level commercial and retail space.

### Site B

This second part of the site includes two parcels: one with a surface parking lot, and the other with a smaller, 17,600 square foot building. The parcel with the building measures 0.16 acres and has a market value of \$61,000.00. The parcel with the parking lot is 0.58 acres and has a market value of \$227,800. The two parcels together account for 0.74 acres and are both owned by NHH Olson Memorial, LLC.



### Site C

This third part of the site has both the largest parcel of land and the largest building upon it. The parcel area is 2.19 acres and currently houses a 68,625 square foot vacant structure. The building footprint accounts for much of the site, save for the limited green space and sidewalks that encircle the building. The parcel's market value is listed at \$1,244,800. The building, which is currently unoccupied, was last sold in June of 2014 for \$2,800,000.



**TABLE 10. OAK LAKE & 7TH PARCEL DATA**

Owner	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Tax Exempt
PROJECT M MINNEAPOLIS LLC	0.19	Vacant Land - Industrial	I2	Transitional Industrial	N	60000	N
PROJECT M MINNEAPOLIS LLC	0.58	Commercial	I2	Transitional Industrial	N	194300	N
PROJECT M MINNEAPOLIS LLC	0.16	Vacant Land - Industrial	I2	Transitional Industrial	N	54600	N
PROJECT M MINNEAPOLIS LLC	2.19	Industrial	I2	Transitional Industrial	N	1096100	N
WEISMAN INVESTMENT CO	0.18	Vacant Land - Commercial	I2	Transitional Industrial	N	60000	N
WEISMAN INVESTMENT CO	0.7	Industrial	I2	Transitional Industrial	N	764500	N
Totals	4	Multiple	I2	Transitional Industrial	N (6)	2229500	N (6)

**STRENGTHS**

**Vacancy**

Three of the parcels have vacant structures and may be suitable for adaptive reuse; the fourth parcel, with only a surface parking lot, would provide more flexibility for what can be physically constructed upon it.

**Zoning and Land Use**

The site is located in an already industrially zoned area. Situated just off the Olson Memorial Highway and adjacent to Interstate 94, the site is already exposed to high levels of traffic and noise. Development on this site will not infringe upon neighboring uses, because it is surrounded by industrially or commercially zoned areas and these uses are conducive to such development.

**Access**

Located just off the Olson Memorial Highway, adjacent to Interstate 94, and just minutes away from the Interstate 94 and Interstate 394 interchange, the site is highly accessible. The site’s location would not only benefit a potential employer by effectively reducing transportation costs, it would also benefit transit-dependent potential employees, as it is served by bus routes 5, 7, and 22, and is just blocks away from Target Field Station.

**Proximity to Downtown**

» 0.7 miles

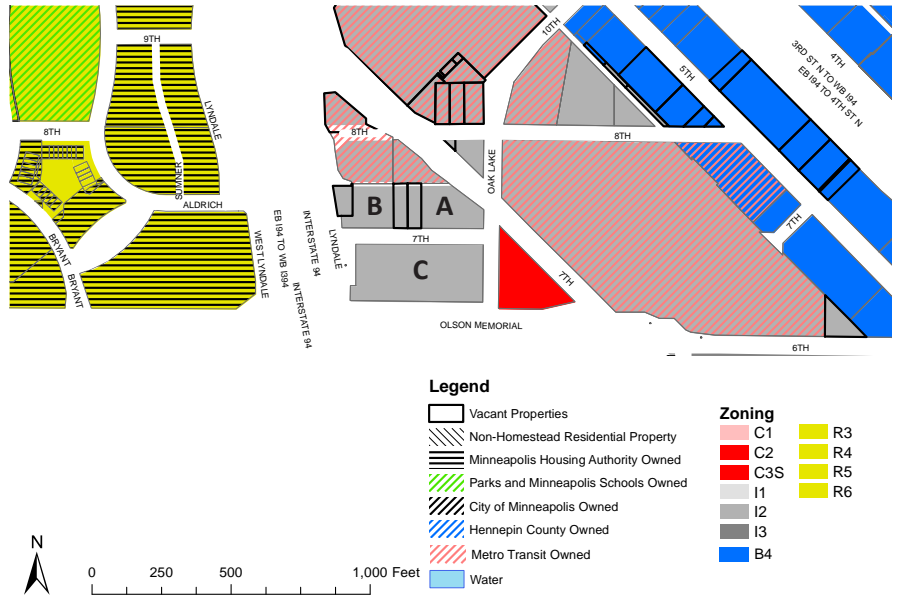
**Proximity to Airport**

» 15.0 miles to MSP Airport

**Proximity to University**

» 5.3 miles

**Oak Lake and 7th: Zoning**



## Homesteaded

None of the properties at this site are homesteaded, which may make sales of the properties more likely to occur.

## CHALLENGES

### Estimated Market Value

From a streetside perspective, there appear to be some cosmetic issues with the buildings (like broken gates and windows). Upon a more thorough examination of the building, more significant structural issues may be determined. Depending on the severity of the issues (and their estimated costs), the presence of such problems may allow for a reduction in the purchase price. The estimated market value of the 6 parcels is a significant cost at \$2,366,900.

### Ownership

The sites are owned by private entities, not by the City of Minneapolis, and as such, are not likely to be sold below market rate. Because the City does not own the parcels, restrictions, like those linking financing and the number of employed Northside residents, would not be able to be placed upon them.

Though the properties are not inexpensive, they have only two owners. Three of the parcels (and those that currently do not have any development proposed) are owned by the same company, NHH Olson Memorial, LLC. A purchase of the properties from one owner would likely not be as difficult to coordinate as multiple purchases from multiple owners.

### Expansion Opportunities

The size of the site is 4.0 acres and is divided by 7th Avenue North. Though they provide a strategic locational advantage, the adjacent roads and highways prohibit further expansion of the existing facilities. Additional development that could occur on the site would be limited to that which could fit on the parcel with the surface parking lot.

### Surrounding Neighborhood

A major league soccer stadium is being proposed for the area just south of the site across the Olson Memorial Highway. If such a development proceeds, it may deter further industrial uses in the surrounding area, and instead favor compatible commercial and retail uses.

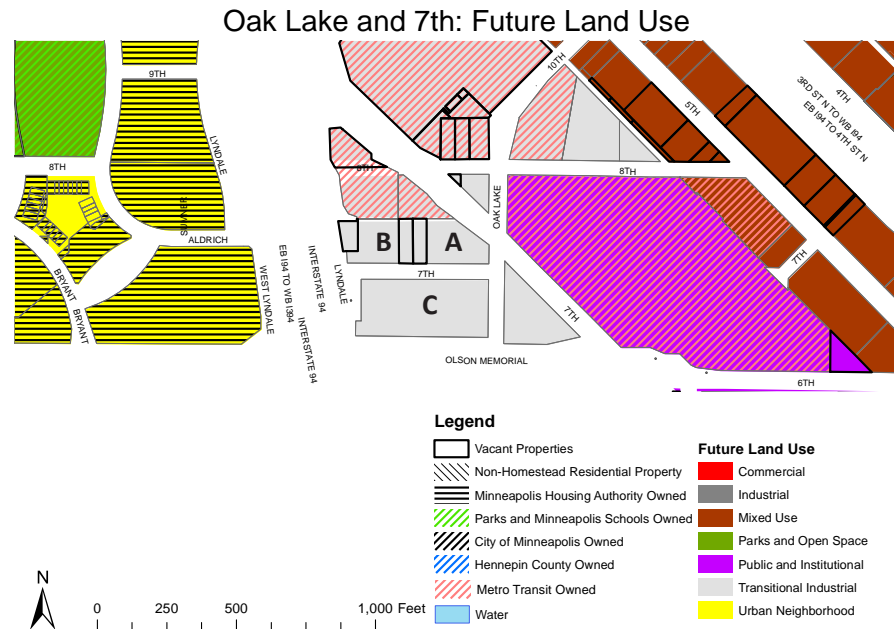
### Environmental Issues

Past uses of the land, which have included structures housing fleet vehicles maintenance, auto cleaning services, and an electrical contractor. A recent study conducted by Wenck Associates, Inc. on behalf of NHH Olson Memorial, LLC, for the purpose of obtaining a No Association Determination Letter from the Minnesota Pollution Control Agency, revealed elevated levels of petroleum and non-petroleum contaminant compounds in the soil, groundwater, and soil vapor. Redevelopment or renovation of the property will require management of the soil, groundwater, and soil vapor under an MPCA approved Response Action Plan.

## OTHER CONSIDERATIONS

### Small Area Plan

There is no small area plan that addresses these properties, as it falls just outside of the boundaries of the geographically closest plan, the Bassett Creek Valley Master Plan.



# 7 PLYMOUTH & WASHINGTON AVE

## TOTAL SIZE

The site is 12 acres total

## NUMBER OF PARCELS

There are 12.26 parcels total

## VACANCY

10.3% vacant land (1.26 acres)

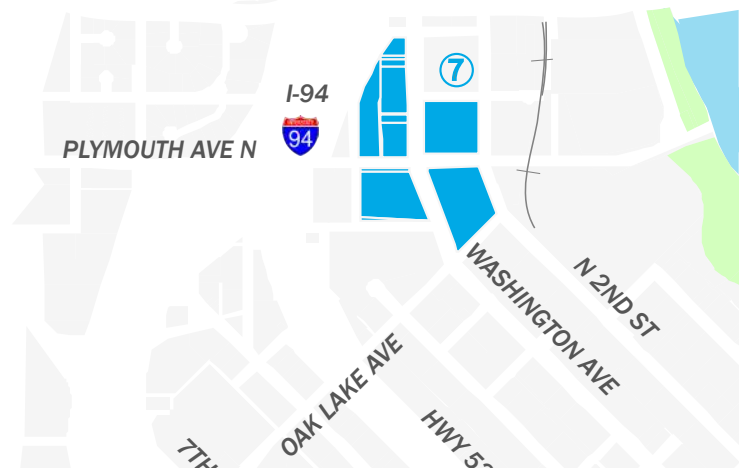
## LAND USE

Current zoning is I2 Medium Industrial and Industrial land use

## PUBLIC OWNERSHIP

2.4%, 2 parcels owned by the State Highway Dept. (0.3 acres)

- SITES**
- ⑥ Oak Lake & 7th
  - ⑦ Plymouth & Washington



## BACKGROUND

This site is located at the intersection of a few distinct areas of the City, converging near its downtown. The Near North, St. Anthony West, and North Loop neighborhoods either abut or are proximate to the site. The site includes those parcels found along the western side of Plymouth Avenue North at the intersection with North Washington Avenue and parcels north of the intersection along the western side of North Washington Avenue. The area is zoned I-2, but is not far from areas in the North Loop zoned as downtown neighborhood and commercial districts.

The site area is just northeast of significant redevelopment efforts that have occurred within the past decade. Target Field baseball stadium and Target Field Station are less than a mile southwest of the site; emanating westward from those massive redevelopment projects are myriad restaurants, breweries, shops, and apartment complexes that continue to appear as the trendy North Loop neighborhood continues to expand and develop.

This site is likely smaller than what would be required by Cut Fruits Express or another similarly sized operation. The advantages provided by its strategic location and its zoning classification, however, should render it a site to be considered for some sort of jobs development. We have identified it as a site for a single business, or for a few smaller businesses that could be distributed among the parcels.

## EXISTING CONDITIONS

The site includes 12 distinct parcels measuring 12.26 acres. The four properties the intersection of North Washington Avenue and Plymouth Avenue North are the largest. The parcel situation on the southeastern corner of the intersection is owned by 1200 Washington Building, LLC, measures 3.02 acres, and has an estimated market value of \$3,200,000. The parcel located across Plymouth, on the southwestern side of the intersection, is owned by Willow Associates, LLC, measures 2.42 acres, has an estimated market value of \$2,330,000, is home to Lerner Publishing. The northwest parcel, at 1300 North Washington Avenue, is owned by Wilson Street Properties, LLC, measures 2.44 acres, and has an estimated market value of \$2,875,000. The remaining parcel on the northwestern corner is much smaller. Owned by Pajor & Associates, LLC, it measures only 0.77 acres and has an estimated market value of \$927,500.

The remaining 6 parcels are located on the western side of North Washington Avenue and account for approximately 3.30 acres. Two of the adjacent parcels are vacant and contain surface parking lots; one, measuring 0.16 acres is owned by Washington 94 Properties; the other, owned by Diamond Properties II, LLC, measures 0.08. The parcel at 1409 North Washington Avenue, measuring 0.7 acres and owned by Washington 94 Properties, is currently for sale through Marquette Realty.

**TABLE 11. PLYMOUTH AND WASHINGTON PARCEL DATA**

Owner	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Value	Tax Exempt
WILLOW ASSOCIATES LLC	2.42	Industrial	I2	Industrial	N	2297000	N
STATE HWY DEPT	0.13	Vacant Land - Commercial	I2	Industrial	N	0	Y
1200 WASHINGTON BUILDING LLC	3.02	Industrial	I2	Industrial	N	2959500	N
WASHINGTON 94 PROPERTIES	0.58	Industrial	I2	Industrial	N	725000	N
WASHINGTON 94 PROPERTIES	0.7	Industrial	I2	Industrial	N	860000	N
WASHINGTON 94 PROP GEN PTRSH	0.16	Vacant Land - Industrial	I2	Industrial	N	43600	N
MCGAVIATTI INVESTMT PROP LLC	0.08	Vacant Land - Industrial	I2	Industrial	N	21800	N
PLYMOUTH 94 PROPERTIES	1.47	Industrial	I2	Industrial	N	1300000	N
STATE HWY DEPT	0.17	Vacant Land - Commercial	I2	Industrial	N	0	Y
MCGAVIATTI INVESTMT PROP LLC	0.32	Industrial	I2	Industrial	N	610000	N
WILSON STREET PROPERTIES LLC	2.44	Industrial	I2	Industrial	N	2875000	N
PAJOR & ASSOCIATES LLC	0.77	Industrial	I2	Industrial	N	225000	N
Totals	12.26	Multiple	I2	Industrial	N (12)	11916900	Y (2), N (10)

**STRENGTHS**

**Access**

Located just west of downtown and just minutes away from access to Interstate 94, the site is highly accessible. In addition to benefitting an employer, the site’s location would also benefit transit-dependent potential employees, as it is served by bus routes 7, 14, and 22. The surrounding area is also highly walkable and accessible for pedestrians.

**Proximity to Downtown**









» 1.3 miles

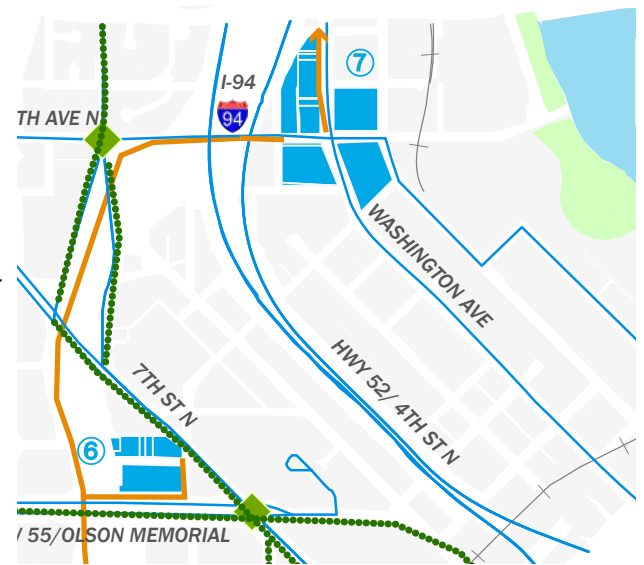
**Proximity to Airport**

» 16.1 miles to MSP Airport

**Proximity to University**

» 6.3 miles

-  RAILROAD (BNSF, SOO)
-  ACCESS TO HIGHWAY (I-94, I-35W, I-394)
-  CURRENT TRANSIT ROUTE (5, 7, 9, 14, 19, 22)
-  PLANNED TRANSITWAY (CHICAGO-FREMONT & WEST BROADWAY ARTERIAL BRT, SOUTHWEST & BOTTINEAU LRT)
-  PLANNED TRANSITWAY STOP
-  SITES
  -  Oak Lake & 7th
  -  Plymouth & Washington



**Homesteaded**

None of the properties at this site are homesteaded, which would likely make the purchasing process less difficult.

**Small Area Plan and Surrounding Neighborhood**

This area is included in the North Loop Small Area Plan and the Industrial Land Use and Employment Policy Plan. In fact, the Industrial Land Use and Employment Policy Plan identifies this site as part of one of its employment districts – an area protected from future conversion to residential use or the potential for an ILOD. Areas southeast of the site are zoned downtown business and downtown neighborhood districts. The site is surrounded by industrially-zoned land; the closest residential areas are on the western side of Interstate 94.



## Zoning and land use

The site is located in an area already zoned industrial, and within an employment district, affording it additional protection from conversion to other uses. It is adjacent to existing industrial and commercial properties – some vacant and some with operating businesses. Development there would not greatly infringe upon neighboring uses, because as an industrially zoned area, it is conducive to such development. No additional zoning measures would need to be taken.

## CHALLENGES

### Ownership

Despite the benefit from working with fewer property owners, there are still challenges presented by this site; namely, that the property is held by private owners and the State Highway Department. Neither the City nor the County own any of the parcels, and as a result, the purchasing process may be less likely, more expensive, and more time consuming, and additional restrictions tying financing to employment figures are not available. However, the TIF district that extends upward from Plymouth Avenue to 18th Avenue North may incentivize development there.

### Vacancy & Expansion Opportunities

Only 4 of the 12 sites are vacant – they contain surface parking lots. While undeveloped or vacant land may be attractive for new construction, such is unlikely here, as 2 of the parcels are very small, oddly shaped parking areas for Lerner Publishing and the other 2 vacant parcels only amount to a quarter of an acre. The flexibility that accompanies vacant land would not be afforded to potential developers looking to take advantage of this location for a larger-scale development; rather, adaptive reuse or redevelopment of the sites would have to occur. Because 10 of the sites house structures upon them, the possibility for significant expansion may not be as high, unless proximate unoccupied properties were purchased and razed to allow for new construction. Interstate 94 to the west and Washington Avenue to the east also physically limit expansion opportunities.

### Estimated Market Value

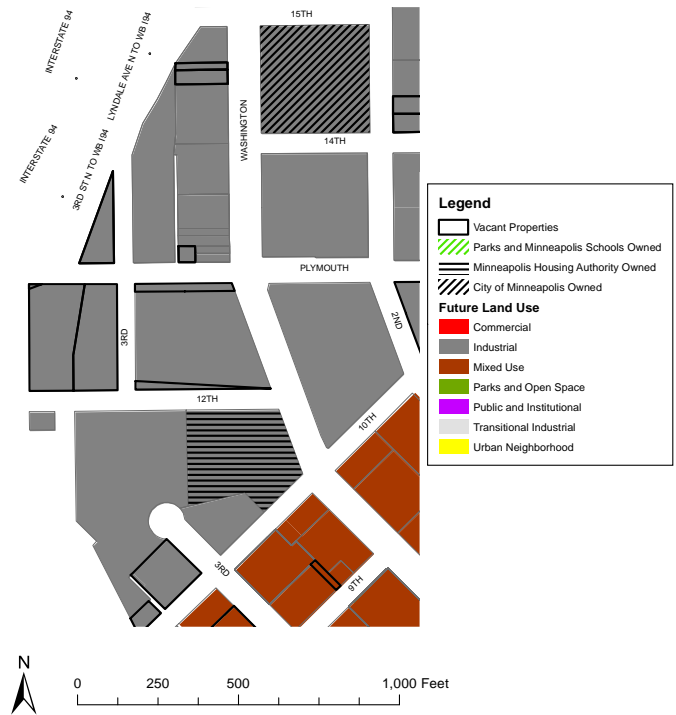
Prices for the listed properties are significant and may impede development of this site; the total estimated cost for the 12 properties is \$11,938,600. Purchasing individual properties at this site may be a more feasible approach.

## OTHER CONSIDERATIONS

### Environmental Issues

There are no currently known environmental issues at this site; however, potential environmental remediation measures should not be ruled out completely under further study of the site soils and groundwater is conducted, especially because of the previous uses of this site and some of its current industrial land use.

Plymouth and Washington: Land Use



Plymouth and Washington: Zoning





# 49TH & XERXES

## TOTAL SIZE

The site is 5.03 acres total

## NUMBER OF PARCELS

There are 2 parcels total

## VACANCY

100% is vacant land (5.03 acres)

## LAND USE

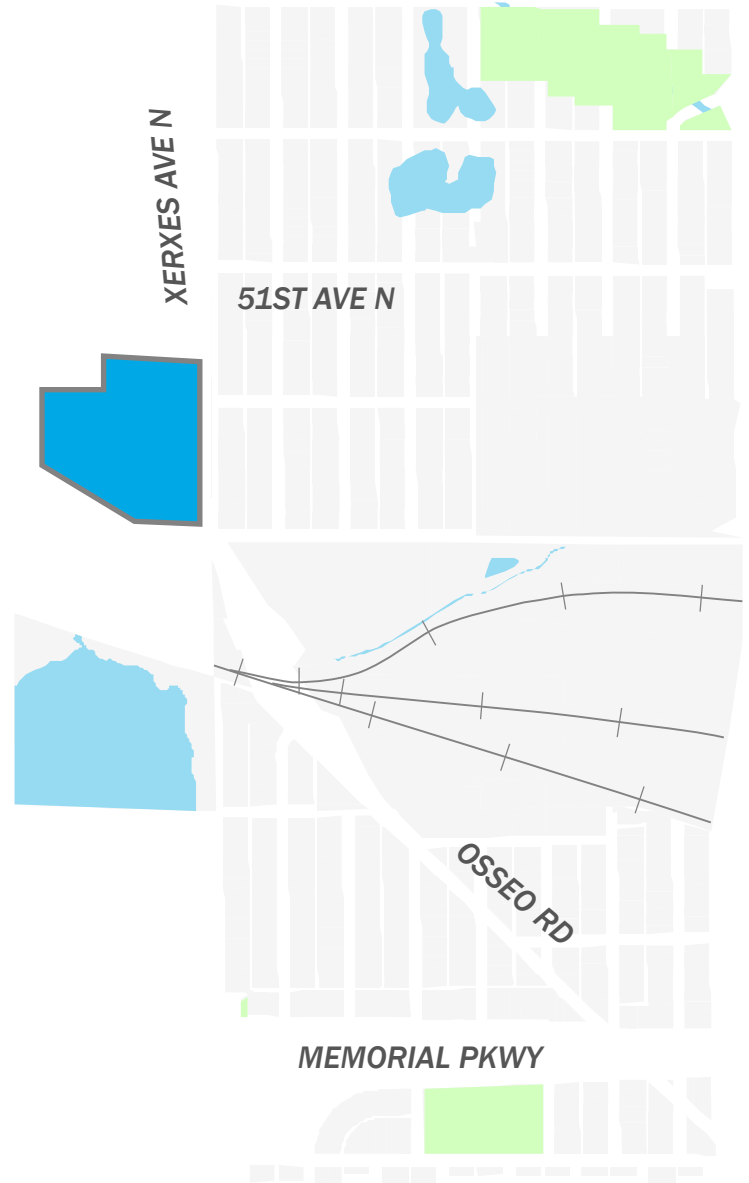
Current zoning is PUD/I2 (Brooklyn Center) and I2 (Minneapolis). Land use is Industrial.

## PUBLIC OWNERSHIP

0% is under public ownership (0 acres)

## BACKGROUND

This site consists of two properties - one located in Brooklyn Center and the other is located in Minneapolis. The larger parcel (4.79 acres) is located within Brooklyn Center and the smaller parcel (0.24 acres) is located within the City of Minneapolis. The total site area is 5.03 acres.



## EXISTING CONDITIONS

Properties adjacent to the west and across 49th Avenue to the north of the site are residential properties. To the south is a parcel owned by Soo Railroad Line.

This site has exceptional access to railroads, highways and public transportation. Directly south of the site is a railroad line and the property abuts County Road 152 (Osseo Road) along the east side, which connects with MN highway 100 to the north. Lastly, there is a bus stop located the corner of 49th Avenue and Osseo Road. This stop is directly adjacent to the site.

The proposed site is currently vacant and for sale by MBC LI, LLC. The asking price for this property is currently unknown.

**TABLE 12. 49TH & XERXES PARCEL DATA**

Owner	City	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Total Value	Tax Capacity	Tax Exempt
MBC LI LLC	Brooklyn Center	4.79	Industrial	PUD/ I1	Industrial	N	1,170,000	N/A	N
MBC LI LLC	Minneapolis	0.24	Vacant Lot- Industrial	I2	Industrial	N	23,000	N/A	N
Totals	Brooklyn Center and Minneapolis	5.03	Industrial and Vacant Land- Industrial	Multiple	Industrial	N	1,193,000	N/A	N

## STRENGTHS

### Vacancy

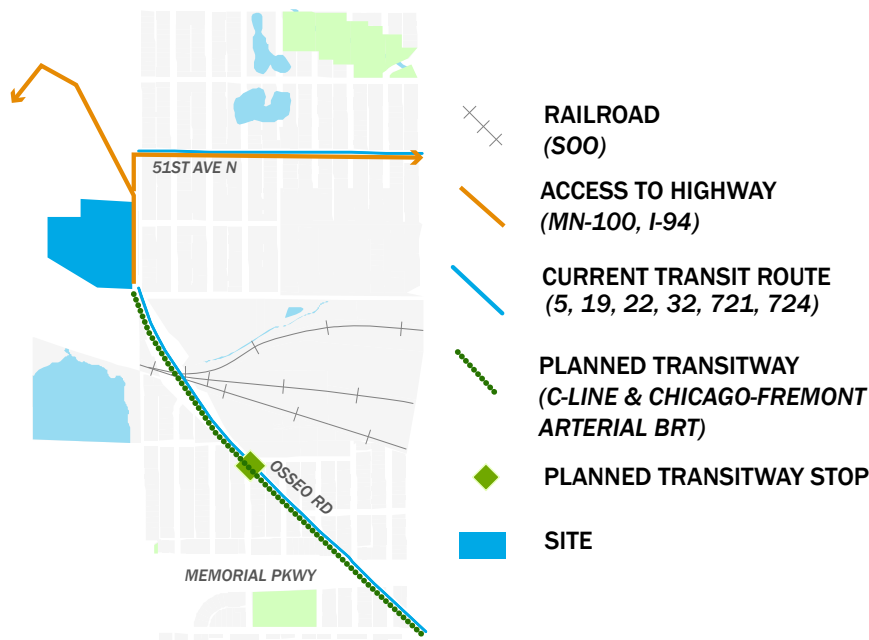
There previously was a building on the site with a large parking lot. However, this building has been demolished and the parking lot removed. A new business locating on this site would need to construct a new building, which will be an added cost to get the business up and running; however, constructing a new building would give the business the opportunity to create a structure that caters to their specific needs. Furthermore, the property is currently for sale. A new industrial business could purchase the site, begin development on the site and open their business in a very short time frame.

### Zoning and Land Use

The site is currently zoned industrial and has a guided future land use of planned unit development/industrial. There would be no need to request any amendments of the comprehensive plan from the City Council to develop this site for an industrial business.

### Access

The subject site is located off 49th Avenue North and is adjacent to county road 152 (Osseo Road). This road connects with MN highway 100 north of the site. The site's proximity to a major highway makes it an attractive location for industrial business that requires close highway access. Additionally, there is a bus stop located adjacent to the site on Osseo Road that is served by multiple bus routes. This bus stop would give workers a convenient public transportation option for commuting to work.



### Proximity to Downtown

» 7 miles

### Proximity to Airport

» 20.3 miles to MSP Airport

### Proximity to University

» 8.5 miles

### Homesteaded

Neither of these parcels are homesteaded properties.

## CHALLENGES

### Ownership

Since the majority of the site is located in Brooklyn Center, and is privately owned, there are virtually no opportunities for the City of Minneapolis to put regulations on how the property is used by an outside buyer. The only way the use of this property could be controlled is if it was purchased by an organization with a mission to support the Northside. Furthermore, since the site is located outside of North Minneapolis, it would be extremely difficult to gain support for using public or organizational funds to support the site since it is not located in the Northside.

### Estimated Market Value

The parcel owned by MBC LI, LLC is currently for sale; however, the asking sale price for the parcels is unknown. Hennepin County estimated that the total value for the two parcels is \$1,193,000. As stated previously, estimates made by the county are believed to generally be underestimations. With that said, this price feels fairly steep considering that the site is not located within North Minneapolis, the target area.

### Expansion Opportunities

The site is only 5.03 acres and would most likely only cater to one tenant. Moreover, the space does not have any opportunities to expand outward because the site is confined by the county road to the east, the railroad line to the south and residential properties to the north and west.

### Surrounding Neighborhood

The parcel is surrounded by residential uses along the north and west of the site. These uses will require the future landowner to mitigate noise, traffic and other externality hazards to ensure that residents are not harmed by the new industrial business. This may limit the number of potential tenants for the site.

## OTHER CONSIDERATIONS

### Small Area Plan

There are no known small area plans that would prohibit the development of the property in anyway.

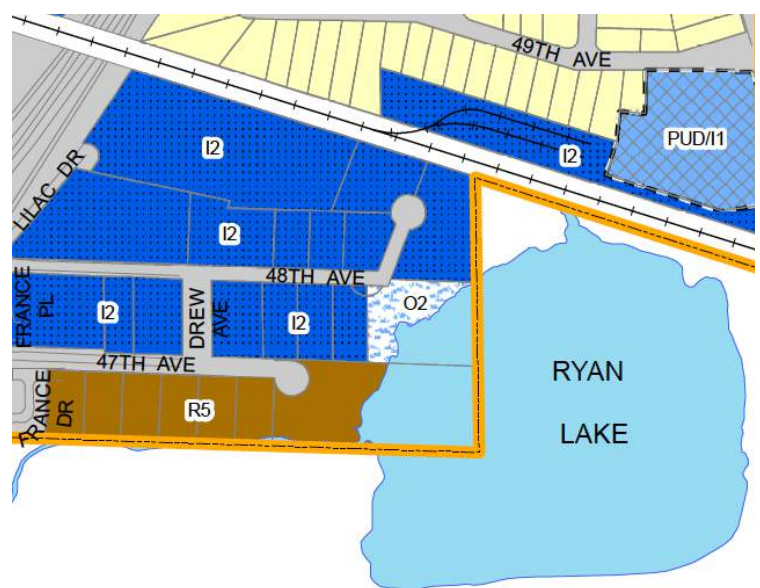
### Environmental Issues

It is unknown what the previous use of the property. An environmental study will need to be conducted to uncover any environmental mitigation that might be needed to develop the site. Since the site is located so close to the railroad line, it is possible that there might be some mitigation needed on the site.

Brooklyn Center Land Use



Brooklyn Center Zoning



# SITE CONCLUSIONS

After reviewing each site, our team gave a positive, negative or neutral score for each site for each criterion (see chart on next page). This chart should not be used to make final determinations about which sites should be developed for industrial uses. Instead, This analysis should be used to gain a broad view of what sites have multiple strengths and which sites need additional analysis to more deeply understand challenges associated with the site. Our group decided not to weight these criteria since the level of analysis completed for the sites did not allow us to confidently vary the value to each criterion.

There are a few general trends displayed in the site assessment chart below. First, all of the sites reviewed for this report have great transportation access (highways, public transportation, railways, etc.). This is largely due to the fact that highway I-94 passes through the center of North Minneapolis, which is a short drive for most of the sites. Second, most sites have very few homesteaded properties, with the exception of the North of Kemps Site, and most sites have a high vacancy rate. Having a low homestead rate and high vacancy rate is believed to be positive characteristics for a site when attempting to purchase it. Property owners who have sites with these characteristics will be more willing to sell their parcel due to a lack of emotional connection with the property.

Vacant sites are seen as properties that are not being used to their highest and best use, and are properties that have been neglected by the private market. It is our belief that these site will be easier for a community minded developer to obtain and develop for a future industrial use. Third, only three sites, the three main sites, have expansion opportunities within their boundaries. This is due to the large size of these sites; all of these sites are greater than 15 acres. Finally, only three sites have potential environmental issues (Bassett Creek, Upper Harbor Terminal and Oak Lake Avenue and North 7th Avenue). These sites will likely need additional environmental studies to determine the financial cost to make the sites available for future development; however, Bassett Creek and Upper Harbor Sites have already had extensive environmental studies that might reduce the environmental study costs.

Overall, the Upper Harbor Terminal Site has the most positive criterion (9). The only negative criterion this site has is environmental issues, though there are other up-front infrastructure projects that must be conducted before the site is ready to be developed. On the opposite side, the North of Kemps Site has only 3 areas with a positive ranking (expansion opportunities, homesteaded, and access). This site has several issues that will need to be closely analyzed before any future steps are taken to develop the site for industrial uses, specifically the financial feasibility of purchasing properties and relocating residents. All other sites have four to six positive areas of analysis.

# TIMELINE FOR SITES

	Business Park Development	Individual Development
Short-term	Bassett Creek	
Medium-term	Upper Harbor	7 <sup>th</sup> Avenue North & Oak Lake Avenue Plymouth Avenue North & North Washington Avenue Plymouth Avenue North & Penn Avenue North 49 <sup>th</sup> Avenue North & Xerxes Avenue North
Long-term	North of Kemps	44 <sup>th</sup> Avenue North & Lyndale Avenue North

The next step in our process was to determine a rough timetable (short, medium and long-term) for each site to be developed. Our team considered the time it will take to acquire properties, relocate residents (if necessary), evaluate and remedy environmental issues (if necessary), and amend the city’s comprehensive plan and/or amend any small area plans to determine each site’s time table. Of the main sites, our team found the Bassett Creek Site to be the only short-term business park site. This was largely due to several acres being owned by public entities. With that said, the environmental issues on the site could potentially slow down the development of this

site; however, there have been several studies completed by Hennepin County that will assist a developer in moving forward with the site.

Also, the site will require a comprehensive plan amendment to rezone the area to an industrial use (I1) and an industrial future land use. There will also need to be an amendment to the Bassett Creek Valley Small Area Plan, as the current plan guides the area for residential uses. The area was previously zoned industrial and was changed (in the city comprehensive plan and small area plan) in the mid-2000s. Amending these documents may not be such a major challenge if a developer can establish the argument that the market has significantly changed since the area was guided for residential uses. Also, the developer will need a strong argument to prove that the area is highly suitable for industrial uses and the change to industrial uses will bring several, high paying jobs to the area, without adding any significant negative externalities.

The Upper Harbor Terminal Site is the next fastest business development site. Similar to the Bassett Creek Site, the public ownership of the area should make acquiring and preparing properties a rather quick process. The primary issues with this site are 1.) it is still being evaluated for future uses between the Minneapolis Park Board and the Minneapolis Community Planning and Economic Development Department, and 2.) there are current infrastructure barriers to development (e.g. Xcel power lines, defunct rail spurs, and storage structures that were deemed eligible for historic preservation). Final decisions regarding parkland and development boundaries as well as infrastructure needs must be addressed prior to moving forward with this site. Furthermore, the site may require environmental remediation due to polluted soils. The City of Minneapolis is current conducting a Phase II environmental study to assess soil contamination issues. Though a previous Phase I study showed that soil contamination was minimal, final results are needed before it can be considered ready for development.

The longest-term of the business park sites is the North of Kemps Site. This site is the longest-term development site because the site consists of 250 individual parcels. Since the site cannot be obtained through eminent domain, a developer will need to acquire each parcel through purchase negotiations with each individual property owner. Additionally, there will most likely be strong political and community opposition due to the fact that renters occupy several homes in this area. Removing people from their homes through large scale purchasing might be unpopular in the community, especially among renters, and could lengthen the process. Purchase attainment and community dialog processes will be very costly and extremely time consuming. In addition, the area will need to be rezoned to industrial uses (I1) and guided for industrial land use.

The site at 44th Avenue North and Lyndale Avenue North was the only individual development area that was determined to be a long-term development project. Similar to the potential development of the area North of Kemps (though admittedly, at a much smaller scale), the private ownership of parcels in this site may make acquiring them a difficult process and likely would raise acquirement costs. Because 14 of the 15 parcels in the second option for development are privately owned, purchasing the properties on an individual basis may be an involved process. Development in the first option may be able to be completed on a shorter-term basis, though private ownership there may also be an issue.

All other individual sites were believed to be short-term to medium-term development sites. These sites probably will be privately driven development sites because most of them are privately owned and do not have the financial advantage of potentially being acquired at a discount from a public entity.

# SUMMARY OF SITES

		Ownership	Vacancy	Expansion Opportunities	Estimated Market Value	Homestead	Zoning /Land Use	Surrounding Neighborhood	Small Area Plan	Environment Issues	Access	Total
BUSINESS PARK	Bassett Creek	+	+	+	+	+	-	/	-	-	+	6 +
	Upper Harbor Terminal	+	+	+	+	+	+	+	+	-	+	9 +
	North of Kemps	-	-	+	-	+	-	-	-	/	+	3 +
MAKER'S DISTRICT	44th & Lyndale	-	+	-	-	+	+	+	+	/	+	6 +
	Plymouth & Penn	+	+	-	/	+	-	+	-	/	+	5 +
MARKET DRIVEN	Oak & 7th	-	+	-	+	+	+	+	/	-	+	6 +
	Plymouth & Washington	-	/	-	+	+	+	+	/	/	+	5 +
	49th Ave & Xerxes	-	+	-	-	+	+	/	+	/	+	5 +

# FINAL THOUGHTS

In conducting our literature review of business park and job creation strategies, some insightful information was found. While initiatives that focus on business relocation are an important part of a comprehensive job creation strategy, the literature reveals that initiatives focusing on the retention and expansion of existing businesses within a target area are even more beneficial and productive. For this reason, attention should continue to be directed toward the existing business in North Minneapolis, as their continued success and growth will be a critical component in an effort to significantly augment the number of jobs on the Northside.

The best solutions to complicated problems are often comprehensive and multi-faceted. The need for more jobs in North Minneapolis for North Minneapolis residents does not escape this truism. A comprehensive and coordinated approach to solving this issue is necessary. Continued collaboration among the different task force committees, CPED, DEED, NEON, and other involved parties will be critical to attract development and to produce the best possible outcome.

With that being said, development itself does not guarantee an increase in the employment rate of Northside residents. Alone, a business park and the jobs that are contained within it will not solve the problem of joblessness on the Northside, though they may help. Using the ratios for inflow and outflow employment data from the Census, it is likely that only 7% of any new jobs created would be held by residents who live within the same zip code of the business park – unless there is some sort of policy intervention.

The expansion of programs like the City's Grow North package would aid in ensuring that these added jobs are held by Northside residents. There are some limitations, however, associated with such a financing program, as they require staff time to oversee and to confirm required compliance. There are also issues with measuring compliance, as certain discrepancies regarding the definition of "North Minneapolis residents" may arise, especially when measuring attainment of a preferred target number. A third approach, one in which existing and relocated businesses work closely with community organizations, like NEON and other job training and placement programs, may be most beneficial to people in need of work in North Minneapolis. This can also be coupled with broader workforce development training that prepares residents to work in high-growth industries throughout the region.

This last issue is an especially important one: who stands to benefit from the work of the Northside Job Creation Team and its goal of bringing 1,000 living wage jobs to North Minneapolis? Unemployed and underemployed North Minneapolis residents? Any unemployed or underemployed resident of the City – or even elsewhere? Private businesses? Residents who are already employed and switch jobs to work at the business park? Development, policy, and collaboration decisions will largely determine the group of people that will benefit from additional jobs brought to North Minneapolis. Moving forward, it is critical that actions taken by the NJCT are in agreement with its mission of whom it believes should benefit from its initiatives. The answer to the previously stated questions will dictate the next steps of this project and guide it moving forward.



# APPENDIX

## APPENDIX A - REFERENCES

- 1 City of Minneapolis. (2006). Industrial Land Use Study and Employment Policy Plan. Community Planning and Economic Development, Minneapolis.
- 2 Carr, E. (2012). Promoting Economic Development in North Minneapolis through Land Use Policy. Minneapolis: Center for Urban and Regional Affairs.
- 3 Peyton, S. Assessing Potential Business Relocation Capacity in North Minneapolis. 2014: Center for Urban and Regional Affairs.
- 4 COTTER, D. (2012). Putting Atlanta Back to Work: Integrating Light Industry into Mixed-Use Urban Development. Retrieved 2015, from Georgia Tech ENTERPRISE INNOVATION INSTITUTE: <http://stip.gatech.edu/wp-content/uploads/2012/10/STIP-Dan-Cotter.pdf>
- 5 Dempwolf, S. (2009). An Evaluation of Recent Industrial Land Use Studies: Do Theory and History Matter in Practice? . College Park: University of Maryland.
- 6 City of Minneapolis. (2013). Above the Falls Master Plan . Department of Community Planning and Economic Development, Minneapolis.
- 7 City of Overland Park. (2015). Light Industrial Business Park. Retrieved 2015, from (City of Overland Park Kansas, 2015)
- 8 City of Overland Park Kansas. (2015). Municiple Zoning Code.
- 9 County of Riverside. (2015). County of Riversity General Plan. Retrieved 2015, from Light Industrial Business Park: [http://www.rcip.org/Documents/general\\_plan/gen\\_plan/03\\_d\\_27.pdf](http://www.rcip.org/Documents/general_plan/gen_plan/03_d_27.pdf)
- 10 City of Jacksonville Florida. (2015). City Municiple Code - Light Industrial Business Park. Retrieved 2015, from [http://www.coj.net/departments/planning-and-development/docs/district-summaries/industrial-business-park-\\_ibp\\_\\_february-2012.aspx](http://www.coj.net/departments/planning-and-development/docs/district-summaries/industrial-business-park-_ibp__february-2012.aspx)
- 11 City of Menomonie. (2015). Municiple Zoning Code.
- 12 University of Wisconsin-Stout. (2015). Stout Technology & Business Park. Retrieved 2015, from <http://www.uwstout.edu/discoverycenter/stp/owners.cfm>
- 13 City of Milwaukee. (2012). Zoning Topics. Retrieved 2015, from Development Incentive Zones: <http://city.milwaukee.gov/Zoning-Topics/Development-Incentive-Zones/Reed-Street-Yards.htm#.VUZWAs5xtUQ>
- 14 City of Minneapolis. (2014). Upper Harbor Redevelopment Strategy. Retrieved 2015, from <http://www.ci.minneapolis.mn.us/www/groups/public/@cped/documents/webcontent/wcms1p-134750.pdf>
- 15 City of Rochester. (2015). Eastman Business Park. Retrieved 2015, from <http://www.cityofrochester.gov/property.aspx?id=8589944971>
- 16 CUOMO, G. A. (2015, 4). Governor Cuomo Announces 140 new Jobs in Rochester as Lidestri Foods and G's Fresh Create Partnership. Retrieved 2015, from <http://www.eastmanbusinesspark.com/news/2015/04/28/governor-cuomo-announces-140-new-jobs-in-rochester-as-lidestri-foods-and-gs-fresh-create-partnership>
- 17 Wilson, W. J. (1996). When work disappears: The world of the new urban poor. New York: Knopf, xix.
- 18 Wilson, W. J. (2009). More than just race: Being black and poor in the inner city (issues of our time). WW Norton & Company.
- 19 Austin, A. (2010). Uneven pain: unemployment by metropolitan area and race. Economic Policy Institute.
- 20 Desilver, D. (2013). Black unemployment rate is consistently twice that of whites. Pew Research Center. <http://www.pewresearch.org/fact-tank/2013/08/21/through-good-times-and-bad-black-unemployment-is-consistently-double-that-of-whites/> (accessed May 5, 2015).
- 21 Wilson, W. J. (2009). More than just race: Being black and poor in the inner city (issues of our time). WW Norton & Company, 65.
- 22 Sharkey, P. (2013). Stuck in place: Urban neighborhoods and the end of progress toward racial equality. University of Chicago Press.

- 23 Sharkey, P. (2013). *Stuck in place: Urban neighborhoods and the end of progress toward racial equality*. University of Chicago Press, 171.
- 24 Sampson, R. J., Morenoff, J. D., & Gannon-Rowley, T. (2002). Assessing "neighborhood effects": Social processes and new directions in research. *Annual review of sociology*, 443-478.
- 25 Wilson, W. J. (2009). *More than just race: Being black and poor in the inner city (issues of our time)*. WW Norton & Company.
- 26 Kneebone, E. (2014). *The Growth and Spread of Concentrated Poverty, 2000 to 2008-2012*. The Brookings Institution.
- 27 Ibid.
- 28 Sharkey, P., & Graham, B. (2013). *Mobility and the Metropolis*. The Pew Charitable Trusts. [http://www.pewtrusts.org/~media/legacy/uploadedfiles/pes\\_assets/2013/MobilityandtheMetropolispdf.pdf](http://www.pewtrusts.org/~media/legacy/uploadedfiles/pes_assets/2013/MobilityandtheMetropolispdf.pdf). (accessed May 5, 2015).
- 29 Wilson, W. J. (2009). *More than just race: Being black and poor in the inner city (issues of our time)*. WW Norton & Company, 6.
- 30 Wilson, W. J. (1996). *When work disappears: The world of the new urban poor*. New York: Knopf.
- 31 Cummings, S. L. (2001). Community economic development as progressive politics: toward a grassroots movement for economic justice. *Stanford Law Review*, 399-493.
- 32 Cummings, 402.
- 33 Ibid.
- 34 Cummings, 438
- 35 Ibid.
- 36 Ibid.
- 37 Ham et al, 2011; Busso and Kline, 2007
- 38 Cummings, S. L. (2001). Community economic development as progressive politics: toward a grassroots movement for economic justice. *Stanford Law Review*, 399-493.
- 39 Cummings, 452.
- 40 Porter, M. E. (1997). New strategies for inner-city economic development. *Economic Development Quarterly*, 11(1), 11-27, 12.
- 41 Ibid.
- 42 Ibid.
- 43 Chapple, K. (2014). The highest and best use? Urban industrial land and job creation. *Economic Development Quarterly*, 28(4), 300-313.
- 44 Ibid.
- 45 Ibid, 314.
- 46 Bassett Creek Small Area Master Plan (2013)
- 47 City of Minneapolis. (2013). *Above the Falls Master Plan Update*, 94
- 48 City of Minneapolis. (2013). *Upper Harbor Terminal Redevelopment Strategy*, 18

44TH AND LYNDALE

Table with columns: Owner, PIN, Building Number, Street, City, ZIP, Acres, Current Use, Zoning, Land Use, Homestead, County Estimated Land Value, County Estimated Building Value, County Estimated Total Value, Tax Capacity, Total Tax, Special Assessment, Tax Exempt, Year Built, Sale Date, Sale Value.

49TH AND XERXES

Table with columns: Owner, PIN, Building Number, Street, City, ZIP, Acres, Current Use, Zoning, Land Use, Homestead, County Estimated Land Value, County Estimated Building Value, County Estimated Total Value, Tax Capacity, Total Tax, Special Assessment, Tax Exempt, Year Built, Sale Date, Sale Value.

BASSETT CREEK VALLEY

Table with columns: Owner, PIN, Building Number, Street, City, ZIP, Acres, Current Use, Zoning, Land Use, Homestead, County Estimated Land Value, County Estimated Building Value, County Estimated Total Value, Tax Capacity, Total Tax, Special Assessment, Tax Exempt, Year Built, Sale Date, Sale Value.

**PLYMOUTH AND PENN**

Location A	Owner	Building Number	City	ZIP	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Land Value	County Estimated Building Value	County Estimated Total Value	Tax Capacity	Total Tax	Special Assessment	Tax Exempt	Year Built	Site Date	Site Value
	CITY OF MINNEAPOLIS	063-2002924110001	MINNEAPOLIS	55411	0.22	Vacant Land - Commercial	C2	Mixed Use	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-2002924110002	MINNEAPOLIS	55411	0.19	Vacant Land - Commercial	C2	Mixed Use	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-2002924110003	MINNEAPOLIS	55411	0.4	Vacant Land - Commercial	C2	Mixed Use	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-2002924110004	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C2	Mixed Use	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-2002924110005	MINNEAPOLIS	55411	0.08	Vacant Land - Commercial	R2B	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-2002924110006	MINNEAPOLIS	55411	0.11	Vacant Land - Commercial	C2	Mixed Use	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-2002924110007	MINNEAPOLIS	55411	1.03	Vacant Land - Commercial	C2	Mixed Use	N	0	0	0	0	0	0	Y	0	N/A	0
	TOTALS									66100	0	66100	1485	3365	0	N	1973	N/A	0

Location B	Owner	Building Number	City	ZIP	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Land Value	County Estimated Building Value	County Estimated Total Value	Tax Capacity	Total Tax	Special Assessment	Tax Exempt	Year Built	Site Date	Site Value
	CITY OF MINNEAPOLIS	063-1602924301001	MINNEAPOLIS	55411	0.18	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301002	MINNEAPOLIS	55411	0.11	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301003	MINNEAPOLIS	55411	0.08	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301004	MINNEAPOLIS	55411	0.08	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301005	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301006	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301007	MINNEAPOLIS	55411	0.12	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301008	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301009	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301010	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301011	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301012	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301013	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301014	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	CITY OF MINNEAPOLIS	063-1602924301015	MINNEAPOLIS	55411	0.13	Vacant Land - Commercial	C1	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
	BIRCH JONES JR	063-1602924301016	MINNEAPOLIS	55411	0.19	Vacant Land - Commercial	C1	Urban Neighborhood	N	1500	661	1861	661	1447	0	N	0	N/A	0
	BIRCH JONES JR	063-1602924301017	MINNEAPOLIS	55411	0.13	Commercial	C1	Urban Neighborhood	N	49500	0	49500	743	1679	0	N	0	N/A	0
	BIRCH JONES JR & S JONES	063-1602924301018	MINNEAPOLIS	55411	0.13	Commercial	C1	Urban Neighborhood	N	32900	66100	99000	1485	3365	0	N	1973	N/A	0

**PLYMOUTH AND WASHINGTON**

Owner	Building Number	Street	City	ZIP	Acres	Current Use	Zoning	Land Use	Homestead	County Estimated Land Value	County Estimated Building Value	County Estimated Total Value	Tax Capacity	Total Tax	Special Assessment	Tax Exempt	Year Built	Site Date	Site Value
WILLOW ASSOCIATES LLC	065-2202924210076	1251 WASHINGTON AVE N	MINNEAPOLIS	55491	2.42	Industrial	I2	Industrial	N	85000	144800	229800	45190	10551	5073	N	1987	12/19/1981	159000
STATE HWY DEPT	065-2202924210077	2278 WASHINGTON AVE N	MINNEAPOLIS	55491	0.13	Vacant Land - Commercial	I2	Industrial	N	105900	190800	296700	59440	13724	7320	Y	0	N/A	0
PLYMOUTH 94 PROPERTIES	065-2202924210080	1200 WASHINGTON AVE N	MINNEAPOLIS	55412	4.25	Industrial	I2	Industrial	N	325800	974200	1300000	25550	57218	1038	N	1994	12/19/1981	401000
STATE HWY DEPT	065-2202924210081	2511 PLYMOUTH AVE N	MINNEAPOLIS	55411	0.17	Vacant Land - Commercial	I2	Industrial	N	0	0	0	0	0	0	Y	0	N/A	0
PAJOK & ASSOCIATES LLC	065-2202924210082	1300 WASHINGTON AVE N	MINNEAPOLIS	55411	0.77	Industrial	I2	Industrial	N	524700	235500	760200	56750	12684	2854	N	0	N/A	0
										44900	180100	225000	17600	41238	1669	N	2000	N/A	0

**UPPER HARBOR TERMINAL**

Owner Name	Building Number	Street	City	ZIP	Acres	Current Use	Zoning	Future Land Use	Homestead	County Estimated Land Value	County Estimated Building Value	Estimated Total Value	Tax Capacity	Total Taxes	Special Assessment	Tax Exempt	Year Built	Site Date	Site Value
CITY OF MPLS	063-1002924310008	181 ST N	MINNEAPOLIS	55412	5.71	Industrial	I3	Park and Open Space	N	0	0	0	0	0	0	Y	1992	N/A	0
CITY OF MPLS	063-1002924310009	370 WASHINGTON AVE N	MINNEAPOLIS	55412	4.25	Industrial	I2	Urban Neighborhood	N	0	0	0	0	0	0	Y	1998	N/A	0
CITY OF MPLS	063-1002924310010	387A WASHINGTON AVE N	MINNEAPOLIS	55412	12.47	Industrial	I3	Park and Open Space	N	0	0	0	0	0	0	Y	1971	N/A	0
CITY OF MPLS	063-1002924310011	3848 WASHINGTON AVE N	MINNEAPOLIS	55412	0.54	Vacant Land - Industrial	I2	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
CITY OF MPLS	063-1002924310012	3701 WASHINGTON AVE N	MINNEAPOLIS	55412	2.15	Vacant Land - Industrial	I2	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
CITY OF MPLS	063-1002924310013	3869 WASHINGTON AVE N	MINNEAPOLIS	55412	1.13	Vacant Land - Industrial	I2	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
CITY OF MPLS	063-1002924210002	51 38TH AVE N	MINNEAPOLIS	55412	6.86	Vacant Land - Industrial	I2	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
CITY OF MPLS	063-1002924210048	51 34TH AVE N	MINNEAPOLIS	55412	6.23	Vacant Land - Industrial	I2	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0
CITY OF MPLS	063-1002924210065	181 ST N	MINNEAPOLIS	55412	8.82	Vacant Land - Industrial	I2	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	N/A	0

**KEMPS - SECTION 1**

Owner	Building Number	Street	City	ZIP	Acres	Current Use	Zoning	Future Land Use	Homestead	County Estimated Land Value	County Estimated Building Value	County Estimated Total Value	Tax Capacity	Total Tax	Special Assessment	Tax Exempt	Year Built	Site Date	Site Value
HENRIEN FORETEEDLAND	063-1602924201112	2119 6TH ST N	MINNEAPOLIS	55411	0.16	Double Burialway	R-2B	Urban Neighborhood	N	0	0	0	0	0	0	Y	1910	6/19/1995	32000
HENRIEN FORETEEDLAND	063-1602924201113	2119 6TH ST N	MINNEAPOLIS	55411	0.14	Vacant Land - Residential	R-2B	Urban Neighborhood	N	7500	7500	15000	918	159	0	N	0	12/15/2003	21500
CITY OF MINNEAPOLIS	063-1602924201212	2126 6TH ST N	MINNEAPOLIS	55411	0.14	Vacant Land - Residential	R-2B	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	5/19/1999	15000
CITY OF MINNEAPOLIS	063-1602924201213	2134 6TH ST N	MINNEAPOLIS	55411	0.14	Vacant Land - Residential	R-2B	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	5/19/1999	15000
GIBBY PARK BARBERS	063-1602924201311	2133 4TH ST N	MINNEAPOLIS	55411	0.14	Vacant Land - Residential	R-2B	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	5/19/1999	15000
AMY F THANE	063-1602924201312	2133 4TH ST N	MINNEAPOLIS	55411	0.14	Vacant Land - Residential	R-2B	Urban Neighborhood	N	0	0	0	0	0	0	Y	0	5/19/1999	15000
ASSISTIVE MPLS PROPS LLC	063-1602924201314	2129 4TH ST N	MINNEAPOLIS	55411	0.14	Residential	R-2B	Urban Neighborhood	N	83800	82000	165800	6500	1195	0	N	2001	12/19/1981	45000
BASHIR AMOAH	063-1602924201315	2129 4TH ST N	MINNEAPOLIS	55411	0.14	Residential	R-2B	Urban Neighborhood	N	83800	82000	165800	6500	1195	0	N	2001	12/19/1981	45000
BRANDON J BARTHOP	063-1602924201316	2114 4TH ST N	MINNEAPOLIS	55411	0.15	Residential	R-2B	Urban Neighborhood	N	83800	82000	165800	6500	1195	0	N	2001	12/19/1981	45000
CUREY F HOWELL	063-1602924201317	2114 4TH ST N	MINNEAPOLIS	55411	0.14	Residential	R-2B	Urban Neighborhood	N	83800	82000	165800	6500	1195	0	N	2001	12/19/1981	45000
WALTON KUSCHER	063-1602924201318	2114 4TH ST N	MINNEAPOLIS	55411	0.14	Residential	R-2B	Urban Neighborhood	N	83800	82000	165800	6500	1195	0	N	2001	12/19/1981	45000
DEWAYNE GOSWAMI	063-1602924201319	2114 4TH ST N	MINNEAPOLIS	55411	0.17	Residential	R-2B	Urban Neighborhood	N	83800	82000	165800	6500	1195	0	N	2001	12/19/1981	45000
E SOUTHMEYER & JENA	063-1602924201320	2104 6TH ST N	MINNEAPOLIS	55411	0.17	Double Burialway	R-2B	Urban Neighborhood	N	97100	105000	202100	6650	1192	0	N	1991	7/1/2004	56000
ELVA JERRY	063-1602924201321	2104 6TH ST N	MINNEAPOLIS	55411	0.16	Residential	R-2B	Urban Neighborhood	N	97100	105000	202100	6650	1192	0	N	1991	7/1/2004	56000
ALCO HOME SOLUTIONS LLC	063-1602924201322	2101 6TH ST N	MINNEAPOLIS	55411	0.14	Double Burialway	R-2B	Urban Neighborhood	N	97100	105000	202100	6650	1192	0	N	1991	7/1/2004	56000
DELEP LAMIE	063-1602924201323	2115 4TH ST N	MINNEAPOLIS	55411	0.14	Residential	R-2B	Urban Neighborhood	N	87100	85000	172100	6500						



Table with columns: PIN, Owner, Building Number, Street, City, ZIP, Acres, Current Use, Zoning, Land Use, Homestead, County Estimated Land Value, County Estimated Building Value, County Estimated Total Value, Zoning, Land Use, Homestead, County Estimated Land Value, County Estimated Building Value, County Estimated Total Value, Tax Capacity, Total Tax, Special Assessment, Tax Exempt, Year Built, Sale Date, Sale Value.

Table with columns: PIN, Owner, Building Number, Street, City, ZIP, Acres, Current Use, Zoning, Land Use, Homestead, County Estimated Land Value, County Estimated Building Value, County Estimated Total Value, Zoning, Land Use, Homestead, County Estimated Land Value, County Estimated Building Value, County Estimated Total Value, Tax Capacity, Total Tax, Special Assessment, Tax Exempt, Year Built, Sale Date, Sale Value.

# APPENDIX C - COUNTY BUSINESS DATA

Year	Zip Code	Total Establishments	Percent Change in Establishments	Paid employees	Percent Change in Employees
1998	55411	455		8,811	
1999	55411	451	-0.88%	8,877	0.75%
2000	55411	452	0.22%	8,037	-9.46%
2001	55411	457	1.11%	8,145	1.34%
2002	55411	467	2.19%	8,124	-0.26%
2003	55411	461	-1.28%	8,045	-0.97%
2004	55411	463	0.43%	7,236	-10.06%
2005	55411	462	-0.22%	7,548	4.31%
2006	55411	444	-3.90%	8,144	7.90%
2007	55411	446	0.45%	8,270	1.55%
2008	55411	455	2.02%	8,709	5.31%
2009	55411	463	1.76%	7,765	-10.84%
2010	55411	451	-2.59%	7,645	-1.55%
2011	55411	449	-0.44%	7,617	-0.37%
2012	55411	442	-1.56%	7,781	2.15%
CHANGE 1998-2012			-2.86%		-11.69%

1998	55412	212		2,455	
1999	55412	214	0.94%	2,407	-1.96%
2000	55412	206	-3.74%	2,267	-5.82%
2001	55412	203	-1.46%	2,318	2.25%
2002	55412	210	3.45%	1,912	-17.52%
2003	55412	216	2.86%	2,157	12.81%
2004	55412	212	-1.85%	1,945	-9.83%
2005	55412	204	-3.77%	1,944	-0.05%
2006	55412	204	0.00%	1,848	-4.94%
2007	55412	185	-9.31%	1,748	-5.41%
2008	55412	182	-1.62%	1,499	-14.24%
2009	55412	188	3.30%	1,710	14.08%
2010	55412	195	3.72%	1,741	1.81%
2011	55412	200	2.56%	1,857	6.66%
2012	55412	206	3.00%	1,965	5.82%
CHANGE 1998-2012			-2.83%		-19.96%

1998	55430	474		10,458	
1999	55430	466	-1.69%	10,268	-1.82%
2000	55430	482	3.43%	10,305	0.36%
2001	55430	489	1.45%	10,400	0.92%
2002	55430	505	3.27%	10,511	1.07%
2003	55430	488	-3.37%	9,776	-6.99%
2004	55430	487	-0.20%	9,094	-6.98%
2005	55430	478	-1.85%	8,988	-1.17%
2006	55430	468	-2.09%	8,619	-4.11%
2007	55430	465	-0.64%	8,588	-0.36%
2008	55430	448	-3.66%	8,394	-2.26%
2009	55430	426	-4.91%	7,492	-10.75%
2010	55430	404	-5.16%	7,290	-2.70%
2011	55430	393	-2.72%	7,182	-1.48%
2012	55430	380	-3.31%	6,916	-3.70%
CHANGE 1998-2012			-19.83%		-33.87%

1998	55405	492		6,320	
1999	55405	490	-0.41%	6,729	6.47%
2000	55405	488	-0.41%	7,135	6.03%
2001	55405	502	2.87%	6,986	-2.09%
2002	55405	505	0.60%	6,663	-4.62%
2003	55405	492	-2.57%	5,935	-10.93%
2004	55405	493	0.20%	6,034	1.67%
2005	55405	515	4.46%	5,559	-7.87%
2006	55405	506	-1.75%	5,478	-1.46%
2007	55405	513	1.38%	5,345	-2.43%
2008	55405	509	-0.78%	5,073	-5.09%
2009	55405	490	-3.73%	4,538	-10.55%
2010	55405	476	-2.86%	4,422	-2.56%
2011	55405	478	0.42%	4,423	0.02%
2012	55405	471	-1.46%	4,429	0.14%
CHANGE 1998-2012			-4.27%		-29.92%

Annual Payroll	Percent Change in Payroll
\$ 264,306,000	
\$ 271,174,000	2.60%
\$ 255,608,000	-5.74%
\$ 257,128,000	0.59%
\$ 253,775,000	-1.30%
\$ 250,483,000	-1.30%
\$ 251,055,000	0.23%
\$ 272,840,000	8.68%
\$ 319,608,000	17.14%
\$ 291,899,000	-8.67%
\$ 320,586,000	9.83%
\$ 283,789,000	-11.48%
\$ 297,063,000	4.68%
\$ 301,667,000	1.55%
\$ 316,730,000	4.99%
CHANGE 1998-2012	19.83%

\$ 61,290,000	
\$ 61,829,000	0.88%
\$ 68,153,000	10.23%
\$ 70,914,000	4.05%
\$ 61,309,000	-13.54%
\$ 64,401,000	5.04%
\$ 63,968,000	-0.67%
\$ 59,069,000	-7.66%
\$ 64,920,000	9.91%
\$ 58,844,000	-9.36%
\$ 54,662,000	-7.11%
\$ 54,973,000	0.57%
\$ 64,816,000	17.91%
\$ 69,340,000	6.98%
\$ 71,309,000	2.84%
CHANGE 1998-2012	16.35%

\$ 269,645,000	
\$ 274,099,000	1.65%
\$ 286,978,000	4.70%
\$ 314,734,000	9.67%
\$ 299,822,000	-4.74%
\$ 303,378,000	1.19%
\$ 280,885,000	-7.41%
\$ 289,010,000	2.89%
\$ 298,123,000	3.15%
\$ 320,313,000	7.44%
\$ 315,499,000	-1.50%
\$ 281,858,000	-10.66%
\$ 300,708,000	6.69%
\$ 314,000,000	4.42%
\$ 303,300,000	-3.41%
CHANGE 1998-2012	12.48%

\$ 178,433,000	
\$ 188,556,000	5.67%
\$ 196,344,000	4.13%
\$ 204,905,000	4.36%
\$ 194,546,000	-5.06%
\$ 184,658,000	-5.08%
\$ 196,150,000	6.22%
\$ 188,660,000	-3.82%
\$ 191,592,000	1.55%
\$ 187,208,000	-2.29%
\$ 188,174,000	0.52%
\$ 164,151,000	-12.77%
\$ 168,964,000	2.93%
\$ 169,684,000	0.43%
\$ 179,579,000	5.83%
CHANGE 1998-2012	0.64%

Year	Zip Code	Total Establishments
1998	55412	212
1999	55412	214
2000	55412	206
2001	55412	203
2002	55412	210
2003	55412	216
2004	55412	212
2005	55412	204
2006	55412	204
2007	55412	185
2008	55412	182
2009	55412	188
2010	55412	195
2011	55412	200
2012	55412	206
CHANGE 1998-2012		

8,253 live out, employed within  
 522 live and employed within  
 6.32% \$ 19,080,356  
 8,775 \$ 39,604.44 \$ 20,673,516  
 772 \$ 30,574,626

1,950 live out, employed within  
 151 live and employed within  
 7.74% \$ 5,369,405  
 2,101 \$ 37,339.80 \$ 5,638,309  
 401 \$ 14,973,258

8,659 live out, employed within  
 445 live and employed within  
 5.14% \$ 16,136,967  
 9,104 \$ 43,720.41 \$ 19,455,583  
 695 \$ 30,385,686

4,625 live out, employed within  
 185 live and employed within  
 4.00% \$ 6,787,360  
 4,810 \$ 38,364.01 \$ 7,097,341  
 435 \$ 16,688,343

\$ 52,864,750  
 \$ 92,621,913  
 \$ 39,757,163



Percent Change in Establishments	Paid employees	Percent Change in Employees	Annual Payroll	Percent Change in Payroll
	2,455		\$ 61,290,000	
0.94%	2,407	-1.96%	\$ 61,829,000	0.88%
-3.74%	2,267	-5.82%	\$ 68,153,000	10.23%
-1.46%	2,318	2.25%	\$ 70,914,000	4.05%
3.45%	1,912	-17.52%	\$ 61,309,000	-13.54%
2.86%	2,157	12.81%	\$ 64,401,000	5.04%
-1.85%	1,945	-9.83%	\$ 63,968,000	-0.67%
-3.77%	1,944	-0.05%	\$ 59,069,000	-7.66%
0.00%	1,848	-4.94%	\$ 64,920,000	9.91%
-9.31%	1,748	-5.41%	\$ 58,844,000	-9.36%
-1.62%	1,499	-14.24%	\$ 54,662,000	-7.11%
3.30%	1,710	14.08%	\$ 54,973,000	0.57%
3.72%	1,741	1.81%	\$ 64,816,000	17.91%
2.56%	1,857	6.66%	\$ 69,340,000	6.98%
3.00%	1,965	5.82%	\$ 71,309,000	2.84%
-2.83%		-19.96%		16.35%

Paid employees	Percent Change in Employees	Annual Payroll	Percent Change in Payroll
6,320		\$ 178,433,000	
6,729	6.47%	\$ 188,556,000	5.67%
7,135	6.03%	\$ 196,344,000	4.13%
6,986	-2.09%	\$ 204,905,000	4.36%
6,663	-4.62%	\$ 194,546,000	-5.06%
5,935	-10.93%	\$ 184,658,000	-5.08%
6,034	1.67%	\$ 196,150,000	6.22%
5,559	-7.87%	\$ 188,660,000	-3.82%
5,478	-1.46%	\$ 191,592,000	1.55%
5,345	-2.43%	\$ 187,208,000	-2.29%
5,073	-5.09%	\$ 188,174,000	0.52%
4,538	-10.55%	\$ 164,151,000	-12.77%
4,422	-2.56%	\$ 168,964,000	2.93%
4,423	0.02%	\$ 169,684,000	0.43%
4,429	0.14%	\$ 179,579,000	5.83%
	-29.92%		0.64%

Year	Zip Code	Total Establishments	Percent Change in Establishments	Paid employees	Percent Change in Employees
1998	55430	474		10,458	
1999	55430	466	-1.69%	10,268	-1.82%
2000	55430	482	3.43%	10,305	0.36%
2001	55430	489	1.45%	10,400	0.92%
2002	55430	505	3.27%	10,511	1.07%
2003	55430	488	-3.37%	9,776	-6.99%
2004	55430	487	-0.20%	9,094	-6.98%
2005	55430	478	-1.85%	8,988	-1.17%
2006	55430	468	-2.09%	8,619	-4.11%
2007	55430	465	-0.64%	8,588	-0.36%
2008	55430	448	-3.66%	8,394	-2.26%
2009	55430	426	-4.91%	7,492	-10.75%
2010	55430	404	-5.16%	7,290	-2.70%
2011	55430	393	-2.72%	7,182	-1.48%
2012	55430	380	-3.31%	6,916	-3.70%
CHANGE 1998-2012			-19.83%		-33.87%

Sum of Total Establishments	Sum of Total Paid Employees	Sum of Annual Payroll	Average Payroll Per Employee
1,633	28,044	\$ 773,674,000	\$ 27,588
1,621	28,281	\$ 795,658,000	\$ 28,134
1,628	27,744	\$ 807,083,000	\$ 29,090
1,651	27,849	\$ 847,681,000	\$ 30,438
1,687	27,210	\$ 809,452,000	\$ 29,748
1,657	25,913	\$ 802,920,000	\$ 30,985
1,655	24,309	\$ 792,058,000	\$ 32,583
1,659	24,039	\$ 809,579,000	\$ 33,678
1,622	24,089	\$ 874,243,000	\$ 36,292
1,609	23,951	\$ 858,264,000	\$ 35,834
1,594	23,675	\$ 878,921,000	\$ 37,124
1,567	21,505	\$ 784,771,000	\$ 36,492
1,526	21,098	\$ 831,551,000	\$ 39,414
1,520	21,079	\$ 854,691,000	\$ 40,547
1,499	21,091	\$ 870,918,000	\$ 41,293
-8.21%	-24.79%	12.57%	49.68%

Annual Payroll	Percent Change in Payroll
\$ 269,645,000	
\$ 274,099,000	1.65%
\$ 286,978,000	4.70%
\$ 314,734,000	9.67%
\$ 299,822,000	-4.74%
\$ 303,378,000	1.19%
\$ 280,885,000	-7.41%
\$ 289,010,000	2.89%
\$ 298,123,000	3.15%
\$ 320,313,000	7.44%
\$ 315,499,000	-1.50%
\$ 281,858,000	-10.66%
\$ 300,708,000	6.69%
\$ 314,000,000	4.42%
\$ 303,300,000	-3.41%
	12.48%

Year	Zip Code	Total Establishments	Percent Change in Establishments
1998	55405	492	
1999	55405	490	-0.41%
2000	55405	488	-0.41%
2001	55405	502	2.87%
2002	55405	505	0.60%
2003	55405	492	-2.57%
2004	55405	493	0.20%
2005	55405	515	4.46%
2006	55405	506	-1.75%
2007	55405	513	1.38%
2008	55405	509	-0.78%
2009	55405	490	-3.73%
2010	55405	476	-2.86%
2011	55405	478	0.42%
2012	55405	471	-1.46%
CHANGE 1998-2012			-4.27%