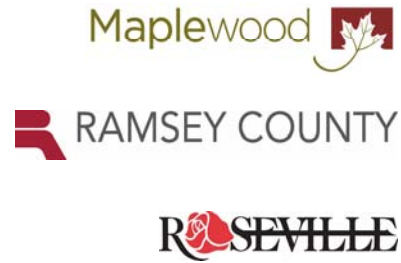


# Request for Information for Consulting Service for Revitalization Initiatives with the Rice – Larpenteur Alliance



July 3, 2018

The Cities of Maplewood, Roseville, and Saint Paul, and Ramsey County (identified as the Rice-Larpenteur Alliance) are issuing a Request for Information (RFI) to consultants that may be interested in supporting revitalization initiatives along the Rice St. & Larpenteur Ave. Gateway.

## Background

The Rice-Larpenteur Alliance has been working to bring attention to the Rice-Larpenteur Gateway for the last two years. The group was initially organized through meeting facilitation by the Saint Paul Area Chamber of Commerce. In 2017, the group retained consultants from Perkins & Will to act as project manager for a multi-jurisdictional visioning plan. Perkins+Will convened staff and public engagement meetings, solicited feedback, and led content creation for what is now called the Gateway Visioning Plan. In early-2018, the Alliance completed the nearly yearlong planning process to identify a shared vision for the Rice-Larpenteur Gateway.

The agreed upon vision for this area is: *The Rice-Larpenteur Gateway area will be a safe, engaging, and inviting neighborhood center that includes common space, a high-quality pedestrian environment, and robust reinvestment for the diverse people of the surrounding communities to live, conduct business, and play together.*

Attachment 1 of this document is an executive summary of the plan outlining implementation steps, and short and long-term recommendations. A copy of the full plan is available at [www.riceandlarpenteur.com](http://www.riceandlarpenteur.com).

Attachment 2 of this document is the recommendation from the plan describing the composition and responsibilities of the Alliance.

## Scope of Work

The Rice-Larpenteur Alliance is seeking information as to how consulting teams would approach the following scope of work and a cost estimate based on that approach. It should be noted that expectations the first year will be to develop a permanent Rice-Larpenteur Alliance and build relationships in the community. Subsequent years may include board administration and meeting

facilitation. (You may submit several approaches ranging in scale and pay to outline the full array of services that may be available.)

1. Convene the Rice-Larpenreur Alliance: In this role, the consultant will organize meetings, develop agendas, keep meeting notes, and follow up on action items assigned to Alliance members.
2. Build the Rice-Larpenreur Public-Private Partnership: With guidance from the Alliance, the consultant will begin to lay the foundation for the long-term Rice-Larpenreur Public-Private Partnership (PPP). It is expected that this would include reaching out to potential members, identifying the appropriate legal structure, and developing the financial model for the organization.
3. Fundraising: To maintain the Alliance and build the PPP, the consultant will need to assist with fundraising. It is expected that this would include developing and implementing a fundraising strategy, tracking and identifying potential grant opportunities, and building relationships with the philanthropic community.
4. Community Engagement: The consultant will need to ensure that the Alliance and the future PPP is keeping the community engaged and informed of the work in the gateway. This function is critical to the future success of this project.

#### **Requested Information**

1. Letter proposing your approach to the four scope areas
2. General cost estimate
3. Firm/team description
4. Resumes of key team members
5. Any examples of managing or leading multi-jurisdictional stakeholder groups

Responses are due by mail or email by July 31 at 4:30 PM. Please send them to Jamie Radel at the City of Saint Paul, 25 West Fourth Street, Suite 1400, Saint Paul, MN 55102, or, [jamie.radel@ci.stpaul.mn.us](mailto:jamie.radel@ci.stpaul.mn.us) If you have questions, please contact her at 651-266-6614.



# EXECUTIVE SUMMARY





## EXECUTIVE SUMMARY

The creation of the Rice-Larpenteur Vision plan was a collaborative effort of the Cities of Maplewood, Roseville, Saint Paul and Ramsey County. Two committees helped guide this planning effort: The Gateway Planning Committee (GPC), which was comprised of elected officials from each of the cities and County Staff, City Staff, and the Community Advisory Group (CAG), which included residents, business owners, and other stakeholders. The overarching importance of this corridor and adjacent neighborhoods cannot be overstated; Many of the County's poorest families and new immigrant populations reside in this area because of the concentration of naturally-occurring affordable housing. The corridor plan includes analyses of land use, market conditions, natural resources, sidewalk width, transportation and traffic, community health indicators, resiliency, and bicycle and pedestrian circulation.

The primary purpose of this plan is to create a strategy to manage future growth within the corridor in a manner that will foster an attractive destination with strong businesses, vibrant neighborhoods, and beautiful places. The plan will focus on a corridor that is safe and comfortable with access to the natural amenities offered by Lake McCarrons, Lake McCarrons Regional Park, Trout Brook Trail, Wheelock Parkway, and the Rice Street community gardens, and convenient for motorists, pedestrians, bicyclists and transit users.

Outlined in this summary are key findings that were based on significant input from the project's GPC, CAG and the community:

- The need to create a safe, pedestrian friendly environment.
- Redevelopment scenarios for the key opportunity sites along the corridor.
- The need to improve the street network along the corridor to improve multi-modal access and circulation.
- Improve connections to amenities and open spaces along the corridor.

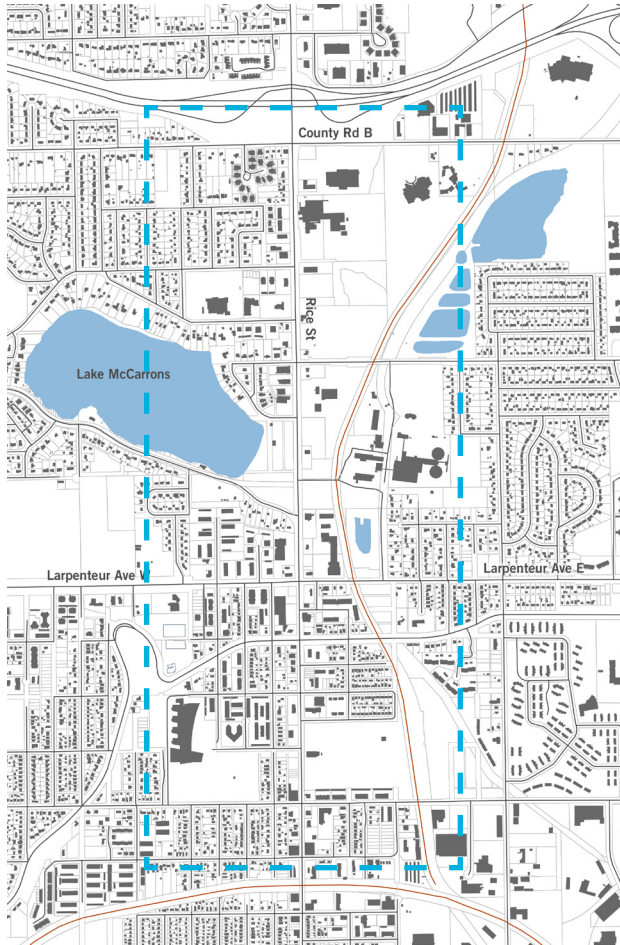
### PURPOSE

The purpose of this plan is to create a revitalization strategy to bring renewed public and private-sector investment within the Rice and Larpenteur gateway area. The plan will also foster an attractive destination with strong businesses, vibrant neighborhoods, a “heart” to the district with streets that are safe and comfortable for pedestrians. The plan will also inform Ramsey County's transportation planning efforts for work that is expected to take place in the next 5 to 10 years. To this end, the plan:

- Offers a guide for reinvestment that is flexible and will respond to fluctuating market conditions.
- Ensures that potential growth of both private redevelopment and improvements to the public realm will be orderly, predictable, and sustainable, as well as integrated into a mutually supportive plan for the Rice and Larpenteur gateway. Displacement and affordable housing are significant corridor issues, so future redevelopment should be reviewed through and equity lens to ensure supportive outcomes.
- Responds to community needs and desires to ensure equitable outcomes to support current residents.
- Maximizes the potential for market synergy and reinforces urban design, redevelopment, economic development and resilience objectives.
- Will improve the experience within the area by creating pedestrian-friendly streetscapes and by strengthening the connections with nearby points of interest.
- Promotes design excellence in all aspects of the corridor.
- Outlines implementation strategies for amenities and infrastructure improvements.







Map of Study Area

## STUDY AREA

The corridor planning project area is generally bordered on the north by County Road B, on the east by Sylvan Street, on the west by Galtier Street, and on the south by Cottage Avenue. The Rice-Larpenteur Gateway serves as a common boundary for the cities of Saint Paul, Roseville and Maplewood. The project area contains a variety of commercial, office, residential, hospitality, and public uses.

## PLANNING PROCESS TIMELINE

The planning process was initiated in March 2017 and continued through February 2018. There were approximately five separate meetings with the CAG, seven meetings with the GPC and two joint meetings with both groups. The planning process was extended beyond the originally defined nine months to better coordination with the on-going Ramsey County Transportation Safety study for Rice Street and the ULI Healthy Corridors study for the Rice Street Corridor.

## COMMUNITY PARTICIPATION

As the report will detail, the vision created for this place was developed with community input. The major forces, issues, and opportunities associated with the corridor have been defined through a series of interactive committee meetings, business owner interviews, community workshops, and interviews with developers. Two standing project committees were formed to help guide and inform the planning process. The Gateway Area Planning Committee (GPC) was comprised of City and County staffs and elected officials from Maplewood, Roseville, and Saint Paul. The Citizens Advisory Group (CPG) was appointed by the GPC and was comprised of residents, property/business owners and other community advocates. The general public was invited to community workshops to engage in design conversations and exercises to define what currently exists and to imagine what they would like it to become. What resulted was a connected corridor with an identified “heart” for activities- the central area with increased intense compact development, pedestrian-friendly and designed to provide places for residents and visitors to meet, socialize, and find the goods and services they need for daily living. Enhanced transportation modes were envisioned that include narrowed streets, new sidewalks, streetscape improvements, and improved public transit.

## OVERALL VISION, DESIGN PRINCIPLES, GOALS AND OBJECTIVES

The goals and objectives have been refined and endorsed by the Rice and Larpenteur GPC and have driven the creation of the Framework Plan.

- A. Provide safe connections for walking and biking to and through the area.
  - Create safe routes to schools, with a complete sidewalk network and

pedestrian crossings.

- Connect parks and green spaces with inviting and safe green trail systems.
  - Create a walkable and bikeable center that feels safe and inviting for users of the commercial spaces.
- B. Improve the aesthetic quality of street design to improve the quality and condition of streetscape elements (lighting, benches, bus stops, etc.) and sidewalks.
- C. Capitalize on development and redevelopment opportunities associated with the revitalization of the corridor.
- Catalyze positive redevelopment and reinvestment focusing on food as the unifying factor.
  - Develop smaller scale, neighborhood retail and office uses as appropriate to provide neighborhood residents with necessary services.
  - Provide opportunities and support (education, financing support, etc.) for local residents to develop unique eating opportunities.
  - Encourage supportive retail and commercial businesses that contribute to the wellbeing of the community.
- D. Create an environment for people first, and the automobile last.
- Right-size traffic lanes to reduce speeds and crossing widths for other users without increasing roadway congestion.
  - Provide refuge islands where pedestrians must cross large roads or parking lots.
  - Consolidate curb cuts.
  - Right-size and consolidate parking lots.
- E. Develop a “Village by the Lake” using McCarrons and other blue/green infrastructure to create identity and increase sustainability.



*View north along Rice Street at Lake McCarrons County Park*

## PLACE MAKING

This vision plan responds to the unique qualities of the setting and addresses land uses, open spaces, building massing, pedestrian and bicycle connections, parking, and transportation systems to foster a genuine and memorable place. This plan illustrates how to capitalize on numerous redevelopment opportunities while simultaneously:

- Creating a distinctive entrance to the corridor and the three partner cities of Maplewood, Roseville and Saint Paul.
- Clearly defining edges and transitions to existing neighborhoods.
- Calming traffic while improving mobility.
- Balancing vehicular needs with pedestrian safety and comfort, inclusive of all modes of transportation.
- Improving the climate for reinvestment



## MARKET CONCLUSIONS

The market analysis evaluated the socio-economic conditions of the Gateway study area, the market condition of various real estate sectors, including housing (both rental and for-sale), retail, and office, as well as a number of development indicators. Based on a synthesis of these analyses, the following are key conclusions:

- There is a strong market opportunity to capitalize on the growing population of the study area.
- Children are an important component to the local market, and new housing and retail development should consider how children will drive market demand.
- Diverse cultural mix of area residents is an opportunity for entrepreneurial activity, which is currently emerging but not fully leveraged.
- Strong demand for housing of all types; however, supportable rents/prices will likely require new construction subsidies, though key sites could support market rate product.
  - *Market rate housing is most likely to occur north of Larpenteur Avenue in closer proximity to Lake McCarrons and possibly on the Rice Street Gardens (Saint Paul Water Works owned) site.*
- Retail opportunities are constrained as much by competition, parcel sizes, and building stock as they are by trade-area incomes.
- Lack of small retail spaces is a barrier to start-ups/mom-and-pop businesses.
- Office demand is limited to local services because the core of the study area is too distant from major highways to appeal to large office users.
- If the existing amenities focused around water and open space can be better connected to study area households and worker, this will expand the market potential and reach of the study area.

## IMPLEMENTATION

The rate at which this plan's recommendations are implemented depends on political will and funding availability. The report details a great many things that can and ought to be done but there are four specific items that need to be mentioned here that can and should happen in the near-term. Implementation recommendations for the upcoming one to two years are as follows:

1. Each of the partner cities should adopt this plan in its entirety as part of their overall comprehensive city plan processes.
2. Partner cities and Ramsey County should form a Rice-Larpenteur Alliance that will continue to meet and guide future decisions along the corridor related to redevelopment and public realm improvements.
3. The partner cities should develop a cohesive set of design standards for the corridor to support the recommendations of this plan. The design standards can be part of a cohesive set of zoning recommendations that can be adopted by all cities or a special set of standards that can be included as part of an overlay district.
4. The partner cities should coordinate infrastructure and pedestrian improvement projects with Ramsey County to ensure future projects meet and exceed the vision and recommendations outlined in this plan.
  - Define a series of interim improvements to enhance the corridor. Examples include, but are not limited to temporary wayfinding signs, parklets, moveable planters, additional/relocated pavement marking, or an organized open street event.
  - Develop a streetscape framework plan to ensure coordination between partner Cities and the County prior to the design and reconstruction of Rice Street in the near future.
  - Provide additional seating nodes and benches at key locations along the corridor.
  - Provide additional landscaping along the corridor.
  - Define opportunities to incorporate public art created by local artists.



## SHORT-TERM RECOMMENDATIONS

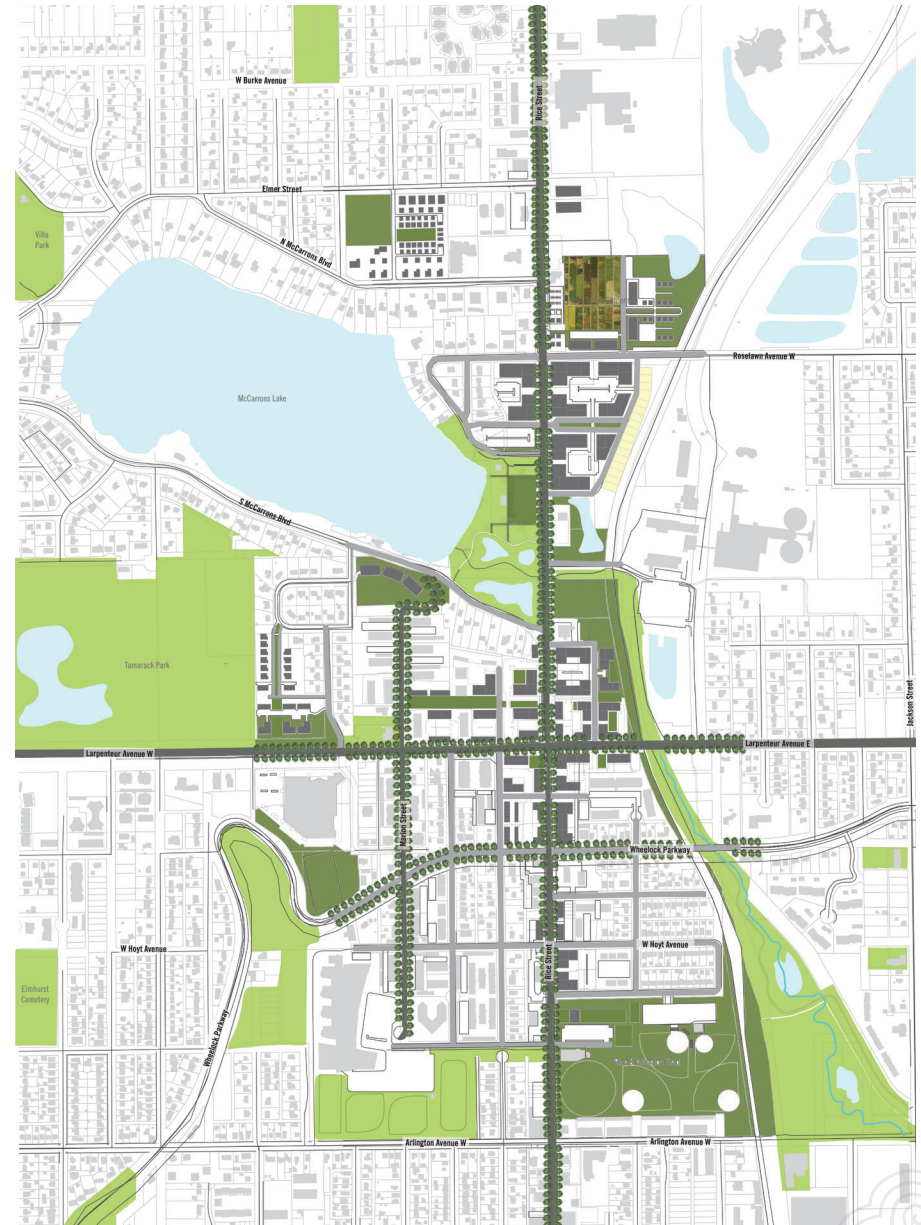
In addition to the more immediate design interventions and process recommendations, the items below identify the additional short-term design recommendations that should occur within the next 2 to 4 years.

### PUBLIC REALM + OPEN SPACE

- Develop a public gathering space at the south-west corner of Rice and Larpenteur adjacent to the MyThrift Store site (northeast corner of site).
- Define opportunities to enhance recreational programming and opportunities to create more youth-focused activities and after-school programming.

### MOVEMENT + ACCESS

- Enhanced pedestrian crossings (signal timing, pedestrian count-down timers, enhanced striping/pavement markings, and pedestrian ramps) along Rice Street at Roselawn Avenue, Larpenteur Avenue, Hoyt Avenue, Arlington Avenue, and Nebraska Avenue.
- Study opportunity to create mid-block pedestrian crossings (to include pedestrian rapid-flashing beacons, enhanced striping/pavement markings, and pedestrian ramps) at N. McCarrons Boulevard/Rice Street and S. McCarrons Boulevard/Rice Street.
- Study opportunity to create new traffic controlled intersections (to include pedestrian crossing improvements) along Marion Street and Galtier Street at Larpenteur Avenue and Wheelock Parkway and at Elmer Street/Rice Street.
- Create a wayfinding system for directing bicycle traffic to the key destinations along the corridor.
- Create pedestrian connection through Saint Paul Regional Water Services site to connect to Kingston Avenue and N. Beaumont Street.
- Work with Metro Transit to provide more frequent bus route service north of Larpenteur Avenue.
- Reconstruct Rice Street from Larpenteur Avenue to Maryland Avenue



*Rice-Larpenteur Corridor Vision Plan. See Page 55 for additional detail regarding the Vision Plan*



## REDEVELOPMENT + REINVESTMENT

- Catalyst Site #1: Infill commercial development on the south-west corner of the Rice-Larpenteur intersection in front of the Lamplighter lounge and the MyThrift Store site.
- Catalyst Site #2: Infill commercial development on the north-east corner (Crown Plaza) of the Rice-Larpenteur intersection north of the Burger King fronting along Rice Street.
- Catalyst Site #3: Infill commercial development on the south-east corner of the Rice-Larpenteur intersection east of the Taco Bell (directly west of the RR tracks) fronting Larpenteur Avenue.
- Catalyst Site #4: Infill residential on the former Roseville Armory site located along N McCarrons Boulevard.
- Catalyst Site #5: Infill residential on the Margolis site located along Larpenteur Avenue.
- Catalyst Site #6: Infill senior residential development along S. McCarrons Blvd at new connection of Marion Street greenway.
- Catalyst Site #7: Infill mixed-use development on the St. Paul Water works site located at the corner of Rice Street and Roselawn Avenue W. (this includes the Affordable Used Cars - Maplewood site).

## CHARACTER + BUILT FORM

- Create comprehensive design standards/guidelines.

## ORGANIZATION + REGULATORY

- Create zoning overlay district.



*Photo of catalyst site #7 (Short-term redevelopment recommendation)*



*Photo of catalyst site #2 (Short-term redevelopment recommendation)*

## LONG TERM RECOMMENDATIONS (4-15 YEARS)

Identified below is a summary of the long-term recommendations identified through this planning process.

### PUBLIC REALM + OPEN SPACE

- Reconfigure McCarrons Lake County Park to relocate parking lot and expand recreational amenities.
- Park redesign for the Rice and Arlington Field.

### MOVEMENT + ACCESS

- Reconstruct Rice Street from Larpenteur Avenue to County Road B.
- Study reconfiguring Larpenteur Avenue between Galtier Street and Sylvan Street.
- Connect Marion Street (defined as Marion greenway) to S. McCarrons Boulevard.

### REDEVELOPMENT + REINVESTMENT

- Catalyst Site #1: Infill mixed-use development on the south-west corner of the Rice-Larpenteur intersection on the entire MyThrift Store site (including the Super America site).
- Catalyst Site #2: Infill residential development on Woodbridge Court (Marion Street-Brittany Apartments) and Marion Street.
- Catalyst Site #3: Infill mixed-use development on the Long's Auto Site.
- Catalyst Site #4: Infill mixed-use development on the McCarron Hills Shopping Center site.
- Catalyst Site #5: Infill mixed-use development on the Dairy Queen Site.
- Catalyst Site #6: Infill mixed-use development on the Family Dollar (Burger King, Walgreen's, TGK Auto, Rice Street Car Wash) while maintaining Western Bank building.
- Catalyst Site #7: Infill mixed-use development on Centerline Bus Charter Site (including the Car Hop site).
- Catalyst Site #8: Infill residential development on the Mobil site at the

intersection of Rice Street and McCarrons Street.

- Catalyst Site #9: Infill residential development on the Best Car Wash and Auto Care site at the intersection of Rice Street and W. Montana Avenue.
- Catalyst Site #10: Infill residential development on the Auto Zone site at the intersection of Rice Street and W. Nebraska Avenue.



Plan view of proposed improvements at Lake McCarrons County Park.

See Page 97 for additional details.



## SHORT-TERM RECOMMENDATIONS

Identified in this section are the short-term design recommendations that should occur within the next 1 to 2 years.

### Organization + Regulatory

- Create a “Rice-Larpenteur Development Alliance”

Currently, no civic organization and/or public bodies are involved in the management, promotion, and development of the Rice and Larpenteur Gateway area as a whole. Organizing a diverse group of people to achieve the work tasks, build public/private partnerships, foster ongoing leadership, and provide a unified voice for the area will be the key to whether this plan succeeds or fails. An initial strategy to consider is to bring on an existing organization with experience and some capacity instead of creating a new Alliance completely.

This section outlines a strategy for organizing elected officials, residents and business owners into an effective Alliance whose mission is to see that improvement projects and redevelopment is implemented according to the goals and objectives of the plan, to act as an advocacy group for the corridor, and to coordinate promotional campaigns and small projects.

### Alliance Membership

A group should be formed to see that public realm improvements and redevelopment occurs according to the goals and objectives of the plan, to act as an advocacy group for the area on behalf of the three partner cities, and to coordinate promotional campaigns, redevelopment, and public improvement projects. The “Alliance” could be a public/private nonprofit corporation composed of a broad range of people representing property owners, business leaders, bordering neighborhoods, City elected officials, and others with a direct stake in enhanced business and economic development conditions within the Rice and Larpenteur Corridor. Ultimately, the Rice and Larpenteur Alliance could be a membership organization with a paid executive director and a special services district to help meet its goals.

- Short-term Alliance will be comprised of the GPC and an implementation committee.
- Long-term Alliance membership would be comprised of staff and elected City and County officials from the three cities. Other possible members should include:

- Individuals from the ULI Healthy Corridors leadership group.
- Business/property owners.
- Other local non-profits with similar development related mission (e.g. East Metro Strong or the Saint Paul Port Authority or the Chamber or East Side Neighborhood Development Company).
- Renters Associations or groups representing renters in the gateway area.
- Foundation community, such as St. Paul Foundation, Wilder, Knight, Bush, Pohlad, and McKnight.
- Alliance could be initially “funded” by the three cities and community foundations to implement the vision of this plan.
- Local neighborhood residents and citizens.

### Alliance Tasks

- Develop programming of public spaces (festivals, cultural events, etc.) along the corridor. Establish annual special events such as a farmers’ market, arts and music festivals, and fundraisers for improvements or maintenance.
- Coordinate objectives with Ramsey County and departments from all three Cities. The planning and engineering departments from Ramsey County and



*Future Rice Street improvements should be coordinated with partner cities and Ramsey County plans*

the three cities should refer to this document when considering public realm improvement projects and development proposals along Rice Street and Larpenteur Avenue in the project area.

- Any proposed redevelopment should comply with the guidelines, reinforce the desired character of development, and contribute to creating a cohesive, pedestrian-friendly, memorable, and economically viable place.
- Partner Cities and County departments should refer to the components in this manual to coordinate, design, and budget for capital improvements and to define public/private partnerships to finance and maintain public realm projects. City departments should refer to the designs for the individual areas as a basis from which to develop more detailed plans.
- Help lead development and redevelopment efforts along the corridor and review all development proposals for the project area. The Alliance will need to determine its role in redevelopment (possibly in conjunction with the Cities or County), such as offering financial incentives, assembling properties, soliciting development proposals, and marketing each site. Developers should work with the Alliance and all three Cities/ County staff and refer to the plan when generating design concepts to better understand how their property fits into the corridor plan and expectations for public/private facilities. Proposed developments should follow the design recommendations in this plan.
- Work with the partner cities and Ramsey County to create an affordable housing database.
- Assist with finding funding to support business start-ups and/or growth of small businesses (financing, partnerships, leadership, etc.) with an emphasis on food related businesses (restaurants/production/distribution).
- Develop a private investment incentive fund. Create an incentive program (low interest loans) that recognizes businesses making voluntary aesthetic improvements to buildings, signs, and sites. Supplements such as painting and landscaping can visually enhance the appeal of an area and should be encouraged.
- Coordinate and lead maintenance and operations (public realm areas) of the project area. Develop a maintenance plan and sustainable funding source to maintain public landscaping and streetscape elements

- Develop a financial plan. A harsh reality of this report is that without viable financing many of the recommendations in this plan will not be implemented. Therefore, it is imperative that the Alliance, the cities of Saint Paul, Roseville, Maplewood, and Ramsey County, along with the local business community, research and develop practical financing options to facilitate real change. Financing projects can be done by qualifying for grant money, borrowing, or bonding. The three cities and County should create a master schedule outlining when grant cycles start and are awarded and their relationship to agency capital budget cycles. The funding strategy should be flexible to take advantage of any unexpected opportunities.
- Assemble land. The Alliance should pursue the acquisition of tax forfeit, foreclosed, or for sale properties identified as necessary to pursue the redevelopment vision created in this plan for the Rice and Larpenteur corridor. The land could be acquired by any of the three cities or by Ramsey County. Any of these entities will be cognizant of the corridor vision plan and the additional right-of-way needs along the corridor.
- Solicit Development Proposals: Staff from the partner cities, working with the Rice-Larpenteur Alliance, should begin the process of soliciting proposals from developers for key sites. This will entail defining each City's role in the redevelopment of key sites, writing a request for proposals, selecting a preferred list of developers to submit proposals, and defining a process for final selection of the developers and preparing development agreements.
- Define business retention and recruitment issues: Provide current businesses along the corridor with tools and the environment to sharpen their competitiveness. The alliance should also focus on recruitment of new businesses and institutions to diversify and promote a solid economic base.
- Consider including incentives for developers to meet the design criteria such as a streamlined review process and/or reduced parking requirements if public parking is available, shared parking agreements are in place, on-street parking is available, or transit passes are provided to employees.
- Build public private partnerships.
- Create a website, newsletter or column in a local newspaper, and/or poster to educate and promote the framework plan and overall objectives.