

A large, red, arched sign for BridgePoint Business Park. The sign has 'BridgePoint' in large, white, serif letters with a red outline, and 'Business Park' in smaller, white, sans-serif letters below it. The sign is flanked by two stone pillars with arched openings containing black lanterns.

5. ECONOMIC DEVELOPMENT

The City of South St. Paul is committed to the continued redevelopment of the commercial and industrial areas of the City in addition to the rehabilitation and redevelopment of the City's housing stock. These redevelopment investments revitalize declining areas of the City and contribute to the continued vitality of the community. Previous efforts redeveloping the abandoned Swift and Armour meat packing plants, and more recently the South St. Paul Stockyards, have transformed much of the former heavy industrial land into a prosperous business park and allowed the area to continue as the community's employment center. Economic development investments in housing programs have refreshed sections of the City's housing stock and provided opportunities for new housing construction and more diversified housing choice.

South St. Paul's Economic Development Authority (EDA) is the primary agency that carries out the City's economic development goals. The EDA administers programs and policies that are focused on job creation, business retention and expansion, stabilization and expansion of the City's property tax base, and revitalization and redevelopment of sites and areas that exhibit or are threatened by blighting conditions. Progress Plus, an economic development partnership between the River Heights Chamber of Commerce and the cities of South St. Paul and Inver Grove Heights, and South St. Paul Futures, a for-profit development corporation, are also valued partners in City's mission for economic development and redevelopment.



Economic Development Strategy 2017-2020



Developed between October 2016 and March 2017, the primary purpose of South St. Paul's Economic Development Strategy 2017 – 2020 (the "Strategy") is to guide City Staff, the Economic Development Authority, the Economic Development Advisory Board, and other public and private partners in efforts to support and expand the economic base of the City. The mission, goals, and actions found in the Strategy are intended to be referenced, revisited, and revised over time to prepare for and respond to opportunities and challenges facing the City. The Strategy recognizes South St. Paul's advantageous location, workforce, and real estate characteristics and provides goals and action steps to facilitate the expansion of business and housing development opportunities in the City. Above all else, the Strategy strives to enhance the foundation for policymaker decisions that will help to enhance partnerships, advance programs that pave the way for increased revenues and/or reduced costs for local businesses, and promote a greater diversity in business types in the City.



Aspects of Sustainability:

- » Maintenance
- » Budget/Economy

The City's Strategic Mission as related to Economic Development and as spelled out in the Strategy is to "position South St. Paul to retain, attract, and sustain a diverse and growing economy which provides family-supporting jobs, secures a stable and healthy tax base, and supplies goods and services to the community, the Twin Cities region, and markets across the country and around the globe." In support of this mission, the Strategy identifies the following Goals:

- » Support existing South St. Paul businesses;
- » Attract strong, growing, and new businesses and developments to South St. Paul;
- » Attract, retain, and support a workforce that is positioned for success in the 21st Century;
- » Leverage and expand the City's redevelopment toolbox; and
- » Build and enhance partnerships.

Economic Development Programs

The EDA is positioned to work with businesses and developers to analyze project requirements such as planning, zoning, finance and marketing and utilize certain business assistance programs to facilitate and amplify development. The following programs are considered in South St. Paul for the purposes of retaining, expanding, or attracting businesses, stabilizing and expanding the tax base and fostering job creation.

City/EDA Programs

Development Loan Program

The South St. Paul EDA administers a revolving loan fund designed to assist new and expanding employers. Funding is available for leasehold improvements, machinery and equipment or construction of new facilities. Preference for funding is given to firms that demonstrate strong private investment, an increase in tax capacity and job creation. Terms and rates are negotiable and designed to meet the needs of the company.

Tax Increment Financing (TIF)

South St. Paul has successfully utilized its Tax Increment Financing authority for development projects that would have otherwise had challenges to being implemented due to environmental issues or uniquely high infrastructure or site preparation costs. The EDA's TIF policy acknowledges the need to be flexible by working cooperatively with businesses to see that a development that meets the City's economic development goals can be successful even in challenging development circumstances.

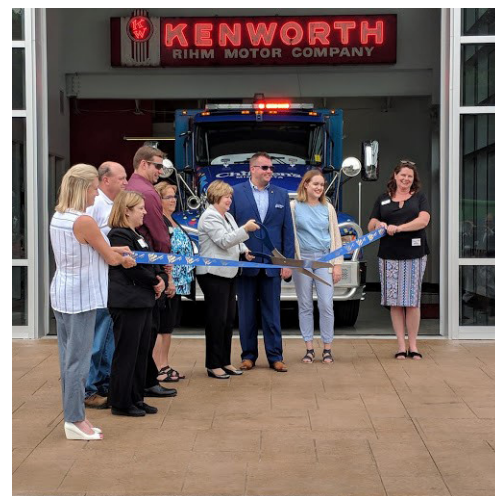
Economic Development Property Tax Abatement

For projects meeting specific economic development criteria, the City of South St. Paul will consider abatement of some portion of City property taxes for a defined period of time. Projects requesting abatement are expected to demonstrate and commit to a significant increase in property values and/or employment as a result of the project.

Private Sector Programs

South St. Paul Future, Inc.

South St. Paul Future Inc. [Future] offers competitive fixed asset financing to qualified firms whose operations are based within the City of South St. Paul. Whether financing is needed for new equipment, expansion, startup costs or acquisitions, Future is a useful mechanism for filling in the gap in traditional funding sources.



Agency Programs

Redevelopment Incentive Grant (RIG)

Dakota County Community Development Agency (CDA) offers funding on an annual basis, through its RIG program, for a range of redevelopment activities, such as environmental testing and cleanup, site acquisition, assembly and clearance, and infrastructure. South St. Paul has successfully partnered with the CDA on numerous redevelopment projects by leveraging this funding and anticipates additional opportunities to continue to do so in the coming years.

State Programs

South St. Paul has had great success in working with state partners such as the Minnesota Department of Employment and Economic Development (DEED) to identify other financial and technical resources to facilitate economic development and business growth. These programs have proven to be critical elements for funding economic development projects that create jobs and tax base for the community, county and metro area, and the EDA will continue to support and utilize these programs:

- » DEED Contamination and Cleanup Program - helps communities pay for assessing and cleaning up contaminated sites for private or public redevelopment.
- » DEED Minnesota Investment Fund – provides financing to help add new workers and retain high-quality jobs in industrial, manufacturing, and technology-related industries to increase the local and state tax base.
- » DEED Job Creation Fund – provides financial incentives to new and expanding businesses meeting job creation and capital investment targets.
- » DEED/MnDOT Transportation for Economic Development Infrastructure (TEDI) Program - competitive grant program available to communities for road and public infrastructure projects that create jobs and support economic development.
- » DEED Redevelopment Program and Demolition Loan Program (not funded for 2018) - helps communities with the costs of redeveloping blighted industrial, residential, or commercial sites and putting land back into productive use.

WHAT WE'VE HEARD

Residents would like to see South St. Paul create “a vibrant downtown and riverside area where the community can come together, eat, shop, and work.”

Open to Business

South St. Paul works with the Metropolitan Consortium of Community Developers' (MCCD) “Open to Business” program, which offers free, one-on-one, confidential business consulting to small businesses located or thinking of locating in South St. Paul. Open to Business offers a range of technical assistance to businesses and also is able to provide financing to qualified business development projects.

Key Local Industries and Centers of Economic Activity

BridgePoint Business Park and Concord Street Corridor

Using 2014 data from the U.S. Census Bureau’s Center for Economic Studies, it is estimated that more than 57 percent of all of the jobs in South St. Paul are located in Block Group 1 of Census Tract 603.01, encompassing the BridgePoint Business Park and its immediate surroundings along north of I-494. In addition, Block Group 1 of Census Tract 604.02, encompassing the area south of I-494, accounts for another 11 percent of all jobs in the City. All told, these two Block Groups combine to host almost 4,500 jobs - more than two-thirds of all jobs in the City - including the vast majority of the City’s manufacturing, wholesale trade, transportation, warehousing, and professional, technical, and scientific service industry jobs.



In terms of property value, private development in the BridgePoint and South Concord industrial and commercial areas held over \$178 million in estimated market value in 2017 and contributed a total of \$6,383,950 in property taxes paid. Continuing to foster reinvestment, infill, intensification, and growth in this area is an essential focus of the EDA and the City in order to support and sustain the City’s economic health and high quality of life.

Southview Boulevard and Marie Avenue Corridors (“Southview Hill”)

An additional 15 percent of the City’s jobs are located within three different block groups straddling Marie Avenue and Southview Boulevard between 1st and 15th Avenues. Approximately 60 percent of the jobs near the Southview/Marie corridors are in the “Educational Services” industry (the Census Bureau uses the School District’s central office as the “address” for all of its employees). Retail Trade is also an especially strong industry in this area, with over 10% of the jobs in the “Southview Hill” area falling into this industry sector.

Fleming Field

Accounting for more than 2.5 percent of all jobs in the City, the area surrounding the South St. Paul Airport at Fleming Field is another vital area of economic activity. More than half of the jobs in this area boast earnings above median earnings for both the City and State, and are on par with Dakota County’s median earnings. Jobs in the manufacturing, transportation, and warehousing sectors accounting for approximately 60 percent of the jobs in this area.



North Concord Street Corridor

Business areas along North Concord Street (north of Wentworth Avenue to about Stanley Avenue) account for another 3% of the City's jobs across a variety of industries, including Retail Trade, Construction, and Transportation & Warehousing. This corridor generally serves as a remnant of the City's earliest organization and industrial history and was originally known as "South Park." By current economic development standards, the area is challenged by topography and access as well as challenging lot dimensions. As such, the area is generally populated by small, independent businesses that are not heavily reliant on the visibility and proximity advantages found at BridgePoint and nearer to I-494.



Future Areas of Focus

Infill, Adaptive Reuse, & Redevelopment

As an urban community that has been settled for well over a century, South St. Paul is characterized by a development pattern that was established at a time when influential elements such as transportation and the standards and practices of construction and development were far different than they are today. This development pattern leaves South St. Paul in 2018 as a virtually "built-out" City whose opportunities for increasing the local tax base, expanding employment opportunities, and providing new residential opportunities are focused heavily on the infill and redevelopment of particular sites and/or neighborhoods and districts. The City's Economic Development Strategy, 2017-2022 and the Economic Development Programs introduced earlier in this chapter are reflective of the unique challenges and opportunities that this development character presents. The information below provides further detail related to these issues.

Through the EDA and its predecessor agency, the South St. Paul Housing and Redevelopment Authority (HRA), South St. Paul has utilized Tax Increment Financing (TIF) for many of the critical redevelopment projects to have taken place in the City. TIF has helped to address environmental contamination, blight and obsolescence; enhance land uses and tax base; increase employment opportunities; and strengthen the overall diversity of housing options in the City. As of August 2017, the City had three active TIF districts: the "4th Avenue Village" district, the "Concord Street TIF No. 2" district, and the "Stockyards" district. The City's overall market value – as measured from the "base year" of each district to 2018 – in these three districts alone has increased by over 500%. In this way, TIF has been quite a successful tool in advancing the City's goal of an increased tax base.

Redevelopment of the lands that were formerly occupied by the South St. Paul Stockyards and Armour meat processing plant are two of the most visible and impactful examples of the City's leadership and partnership with private and public sector partners towards the aim



Aspects of Sustainability:

- » Maintenance
- » Land Use/Buildings

of successful and meaningful revitalization and redevelopment. The significance of these efforts notwithstanding, the City recognizes that there are additional areas – specifically portions of those areas identified as “Centers of Economic Activity” earlier in the Comprehensive Plan - that present opportunities for higher, better, and more economically productive uses through creative and adaptive reuse and, when necessary, redevelopment. Many of the policies and implementation strategies found in this Plan and in the City’s Economic Development Strategy are intentionally framed to recognize this opportunity.

Commercial, Retail, and Mixed-Use

Ever since the population decline of the 1960s and 1970s, South St. Paul has struggled to establish and grow a significant retail/commercial base. Some of this is attributable to factors such as shifting demographics and competition from nearby commercial concentrations in West St. Paul, Inver Grove Heights, or even Woodbury. However, the fact remains that South St. Paul is still home to over 20,000 residents, almost 7,000 jobs, and affordable, available commercial real estate options that are accessible not only to the local market but potentially, external markets via I-494.

Harnessing these assets and “right-sizing” expectations for what commercial development in South St. Paul might materialize will be critical as infill and redevelopment opportunities are considered. While it may be unrealistic to expect South St. Paul’s commercial development opportunities to resemble or function in the same way as a Robert Street or Tamarack Village, for example, the City’s authenticity, density, and existing mix of quality jobs and housing should prove to be critical ingredients for locally-focused, convenient, and unique opportunities to dine, entertain, shop, and create at a scale that simply is not available in most other suburban communities.

The City has taken important steps in the past to shift its land use policy to encourage the efficient use of available land in mixed-use zoning districts. Mixed-use zoning is currently focused around the Concord Street corridor – particularly along the Concord Exchange and North Concord Street segments - and allows for greater flexibility and a mixture of uses within the same building and/or in proximity to one another. While new, private, mixed-use development has yet to materialize in these areas, it will be important for the City to monitor the effectiveness of its mixed-use standards over time and proactively identify and address elements such as density of jobs and/or residents, access, parking, and aesthetics to meet the needs of both the community and potential and existing businesses.

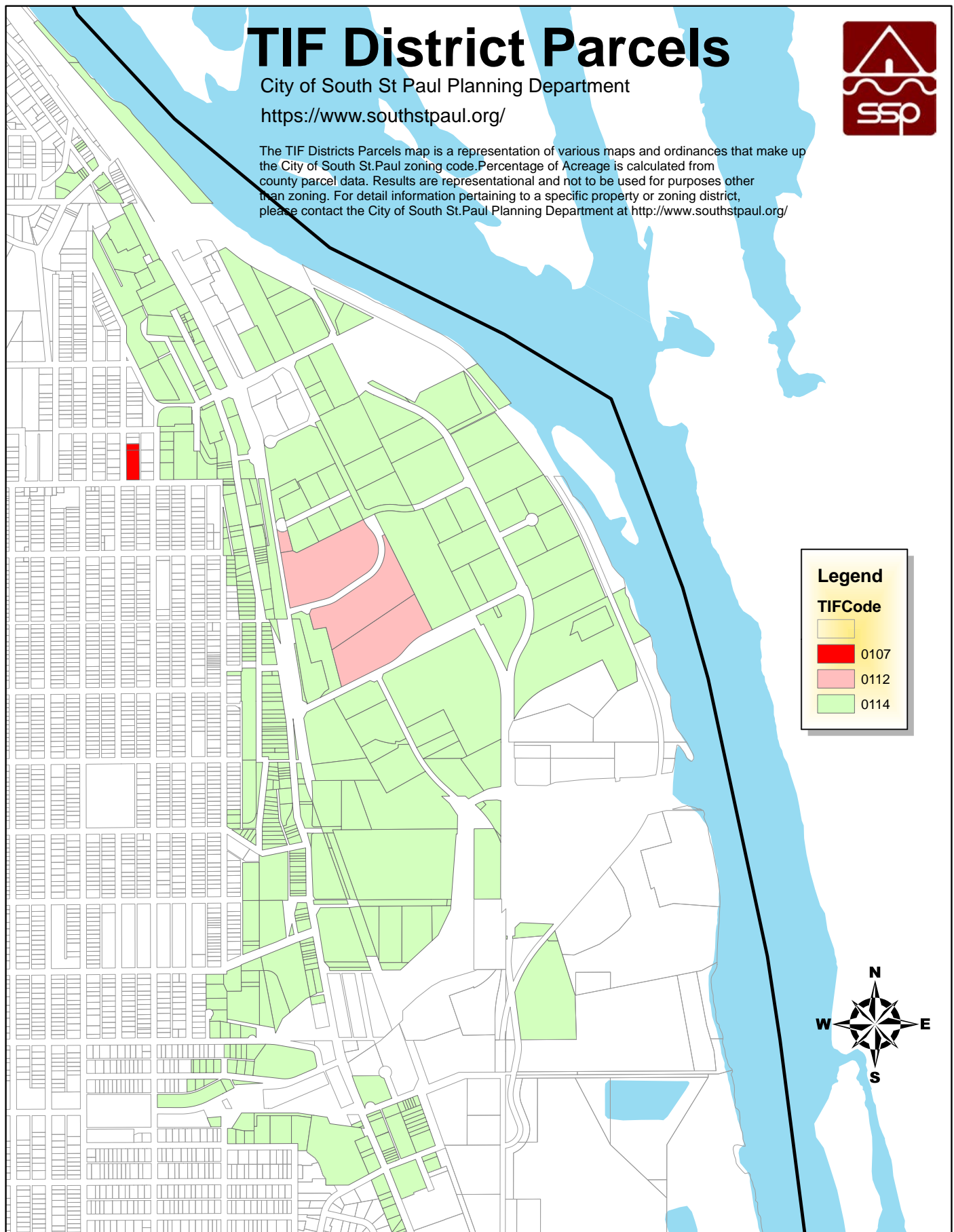
Business Variety

Feedback from the community demonstrated that people in South St. Paul would like to see the development of a variety of businesses including:

- » Dining
 - › Higher-end restaurants
 - › Taproom
 - › Microbrewery
 - › Pub
 - › Bar
- » Retail
 - › Local businesses/shops
 - › Boutique shops
 - › Shopping center
 - › Grocery store
- » Entertainment
 - › Movie Theater



Figure 5.1: Active TIF Districts



Nurture a “Craft” Economy

The acceleration of technology and information in the 21st century has ushered in unprecedented growth in a “maker” or “craft” movement that is focused on innovation, entrepreneurship, and often locally-sourced/locally-scaled inputs/outputs in business and industry rather than large, mass-production based, and explicitly growth-oriented businesses. By and large, the “maker” culture is centered in cities – often those that were or are traditional industrial and manufacturing centers. Again, South St. Paul’s inherent characteristics of history and authenticity, as well as the character of many of its real estate opportunities, could prove to be an excellent match for the type of environment that these types of businesses originate and thrive in. To this end, the City can serve as a leader in cultivating opportunities for a local “craft” economy to flourish, through various initiatives including:

Explore and Expand Partnerships

Local and regional educational institutions should be better engaged in the City’s economic development goals, and the City should seek opportunities to leverage the intellectual, technological, and cultural resources available through these institutions. Additionally, manufacturing remains an important and evolving sector in South St. Paul. The City should seek to provide opportunities for local manufacturers and their employees to interact, engage, and share ideas about innovation and its role in community growth.

“Makerspaces,” Incubators, and Accelerators

In the Twin Cities and throughout the country, there is an increasing prevalence of co-working spaces, incubators, and accelerators. These facilities can take a variety of shapes and sizes and provide valuable technical, marketing, and administrative assistance and efficiency to young and emerging businesses while providing a natural environment for networking amongst makers, businesses, and investors. The City will play a key role in identifying locations that could accommodate these types of spaces, and assuring that City policy and regulations do not inhibit opportunities to generate these types of opportunities.

Cluster Innovation/Innovators

Some cities go so far as to designate “Innovation Districts” within the community that are intentional and targeted at the clustering of players in the “Craft” economy. The City should explore whether such an approach would be productive in SSP, and if so evaluate where and how to implement such an approach.

Economic Development Goals and Policies

Goal 5.1: Continue to work with county, state, and private organizations to diversify and expand the local economy while raising the standard of living.

Policy 5.1.1: Retain and expand existing industries and major employers. Organize and update information on the local economy. Work cooperatively with Progress Plus to market the City and the business opportunities.

Policy 5.1.2: Capitalize on key existing assets, such as proximity to the river, excellent location, historic buildings, the airport, to bring in businesses, cultivate community identity and retain new residents.

Policy 5.1.3: Consider City assistance on projects where a development gap exists or where the City's assistance would result in a higher quality project.

Policy 5.1.4: Seek opportunities to acquire and assemble parcels and/or establish site control in key redevelopment opportunity areas.

Policy 5.1.5: Support and facilitate cutting-edge telecommunications and transportation infrastructure to all local centers of economic activity -- business, industrial and office areas.

Policy 5.1.6: Continue to improve streets, sidewalks, parks and other public facilities in established areas in order to promote private reinvestment and infill, housing and business rehabilitation and confidence in those locations.

Policy 5.1.7: Assist redevelopment of small areas (either housing or business) through plans and zoning and, when prudent and necessary, with public works or direct financial assistance.

Policy 5.1.8: Encourage reinvestment in existing residential properties and explore City, County, State or other resources that can collaborate to support reinvestment efforts.

Policy 5.1.9: Monitor opportunities to participate in granting programs, such as the Livable Communities Demonstration Account (LCDA) program offered through the Metropolitan Council, which encourage innovative development projects within the city.

Policy 5.1.10: Periodically review and update economic development strategies, policies, investments, and programs to respond to changing economic conditions and opportunities.



Aspects of Sustainability:

- » Maintenance
- » Land Use/Buildings

Policy 5.1.11: Nurture a “craft” economy focused on attracting and developing art/artisan uses, small locally sourced and or locally targeted industry and unique retail opportunities that can thrive in South St. Paul’s unique character and proximity to both Saint Paul and Minneapolis

Policy 5.1.12: Explore and support early-stage business resources (co-ops, incubators, co-working, etc.) that can help with development of a “craft” economy and also encourage those businesses to stay in South St. Paul as they grow.

Goal 5.2: Engage in Economic Development programs consistent with the City’s Economic Development Strategy

Policy 5.2.1: Support existing South St. Paul businesses.

Policy 5.2.2: Attract strong, growing, and new businesses and developments to South St. Paul.

Policy 5.2.3: Attract, retain, and support a workforce that is positioned for success in the 21st Century.

Policy 5.2.4: Leverage and expand the City’s redevelopment toolbox.

Policy 5.2.5: Build and enhance partnerships.

Goal 5.3: Identify key community redevelopment and revitalization opportunity areas.

Policy 5.3.1: Identify desired economic development and place making outcomes along the critical corridors of Southview Boulevard and Marie Avenue in the Southview Hill area. Develop the area consistent with the Southview Hill Plan. Review signage and other wayfinding devices and work with the chamber and area businesses to help people coming from outside of the community to find the Southview Hill area. Amend planning and zoning controls to achieve these goals; including creating new mixed-use standards and review decreasing parking standards or adding community parking lots to provide adequate parking for businesses.

Policy 5.3.2: Encourage creative concepts that will enhance the industrial area east of Concord generally referred to as BridgePoint. Prepare and adopt design guidelines for the BridgePoint that will ensure lasting value and a relatively high level of investment in exterior materials and site improvements. Explore “green development” standards and their potential for inclusion into the design guidelines for this area.

- Policy 5.3.3: Maintain a balanced and competitive inventory of business and industrial sites with excellent infrastructure, telecommunications capacity and transportation access. Continue to improve the image of this area by setting higher architectural and landscaping standards for the development of new buildings and the redevelopment of existing buildings. Prepare a plan and design guidelines for development along I-494 with increased architectural design, landscaping, and use standards to provide a positive image of the city as seen from I-494.
- Policy 5.3.4: Prioritize opportunities to bring more amenities to Kaposia Landing and the development node at Concord Street and Bryant Avenue, which leads right into Kaposia Landing. Study and plan for development/redevelopment of these areas.
- Policy 5.3.5: Work together with private developers and granting agencies to enhance the attractiveness and draw of the riverfront area.
- Policy 5.3.6: Encourage creative concepts that will enhance the Concord Exchange, Hardman Triangle, and South Concord Corridor (the area along Concord from 494 to the City's southern border). Explore new design standards for Concord Exchange, Hardman Triangle and the South Concord Corridor. Study and plan for development/redevelopment of these areas.
- Policy 5.3.7: Fleming Field Airport is and will continue to be an important community focal point and important piece in the City's economic development efforts. The City will continue to support economic development and redevelopment at the airport.
- Policy 5.3.8: As an established community with a well-established history, the existing buildings help to reinforce the qualities and character that makes South St. Paul a unique and appealing community for existing residents as well as new development. Reutilizing existing buildings is also far more sustainable, utilizing far less waste than demolition and construction of new structures. Encourage adaptive reuse of existing buildings and use demolition only as a "last resort" when properties are determined to be beyond reclamation.

Goal 5.4: Capitalize on economic development as a means of promoting health and the public good.

- Policy 5.4.1: Encourage business development in industrial areas that reduces nuisance odors and hazards and improves public well-being.

Aspects of Sustainability:

- » Land Use/Buildings
- » Environment



- Policy 5.4.2: Encourage private developers to include thoughtful pedestrian access and bicycle amenities in project designs.
- Policy 5.4.3: Be proactive in supporting projects that produce community amenities, which enhance access to recreation and natural spaces, promote, community building, and improve environmental quality.
- Policy 5.4.4: Explore opportunities for creative place making in new development and redevelopment as a way to make public and semi-public spaces more engaging, help nurture creative and cultural activities and public art, and enhance the identity of the community.

Goal 5.5: Continue to work towards building and maintaining a community that is attractive to residents whether they are life-long residents or newcomers.

- Policy 5.5.1: Balance the desire to modernize areas with the importance of maintaining South St. Paul's identity as a historic and affordable community.
- Policy 5.5.2: Actively market the city to prospective new businesses and residents.
- Policy 5.5.3: Encourage projects and infrastructure enhancements that create open, welcoming spaces where people from all backgrounds can mix and interact.
- Policy 5.5.4: Maintain the quality of existing public facilities and infrastructure.
- Policy 5.5.5: Encourage open communication with residents and business owners regarding the assets, amenities, gaps and issues that are most important in their neighborhoods.
- Policy 5.5.6: Require infill and redevelopment buildings be designed with sensitivity to their context, including features such as land use type, building height, bulk and placement, architectural details, parking, landscaping and lighting.
- Policy 5.5.7: Design new neighborhoods to be attractive, walkable and interesting. These new neighborhoods will have better streetscape, site planning, building architecture, signage and lighting.

Goal 5.6: Identify key opportunities to encourage strong relationships between the business community and the city.

- Policy 5.6.1: Review zoning standards and policies to make certain that regulatory structures align with desired redevelopment outcomes in all key opportunity areas.
- Policy 5.6.2: Engage financial tools, where appropriate, to assist and advance development projects that will provide a significant public benefit.

- Policy 5.6.3: Continue to promote communication and partnerships with the local business community. Continue to work in partnership with the River Heights Chamber of Commerce, Progress Plus and similar organizations that bring the City and business community together for economic development and which serves the well-being of the entire community.
- Policy 5.6.4: Evaluate opportunities for improved signage and place making to enhance the businesses and the character of the Southview Hill area.
- Policy 5.6.5: Offer clear direction on desired development outcomes to signal to developers and business owners the City's vision.
- Policy 5.6.6: Ensure an ongoing dialogue by continuing to seek input from residents and the business community about their vision for the city's future.

Table 5.1: Economic Development Actions

Action	Time Frame	Same As
<p>Action 5.1: Create a small area/corridor plan for the North Concord Corridor (from the northern City Border to Wentworth Avenue). This plan should focus on:</p> <ul style="list-style-type: none"> » Establishing architectural and design standards that promote traditional urban design » Promoting a mix of uses as well as reducing parking requirements, or creating consolidated public parking areas » Placemaking and wayfinding » Establishing connections to Concord Exchange and Kaposia Landing by enhancing the bicycle and pedestrian network and taking advantage of the 2021 reconstruction of North Concord Street » Looking for ways to make Concord a future high-frequency transit corridor 	0-5	Action 4.1; Action 7.1
<p>Action 5.2: Create a small area/corridor plan for the Concord Exchange Corridor (Concord Street and Concord Exchange from Wentworth Avenue to Interstate 494). This plan should focus on:</p> <ul style="list-style-type: none"> » Building off the historical significance of the Concord Exchange building and surrounding area along Grand Avenue » Creating connections for bicycles and pedestrians to the Southview Hill Area to the west, Hardman Triangle to the east, North Concord Corridor to the north, and South Concord Corridor to the south » Through decorative signage and placemaking, this area should act as a gateway on Grand Avenue from Concord to the Mississippi River to the East » Planning for the extension of Concord Exchange » Looking for ways to make Concord a future high-frequency transit corridor 	0-5	Action 4.2; Action 7.2
<p>Action 5.3: Update the South Concord Corridor Plan, which was established in 2009 and had an unadopted update in 2012. The update should focus on:</p> <ul style="list-style-type: none"> » Development and redevelopment potential of the mixed-use areas along the corridor as well as the industrial areas between the corridor and the Mississippi River » Establishing design standards to integrate well with the 494 Commercial area to the north as well as Concord Street as a corridor as a whole » Emphasizing bicycle and pedestrian connections, especially from the corridor to the Mississippi River » Looking for ways to make Concord a future high-frequency transit corridor 	5-10	Action 4.3; Action 7.3

Action	Time Frame	Same As
<p>Action 5.4: Continue to follow the Southview Hill Area Plan, established in 2014, and update as needed in the future. The implementation of the plan and future updates should focus on:</p> <ul style="list-style-type: none"> » Emphasizing the small-town character and traditional urban design of the area » Placing a greater emphasis on identifying economic development opportunities as well as placemaking, wayfinding, and streetscaping improvements » Marketing the businesses of the commercial core around 12th and 13th Avenues as well as the mixed use catalyst sites near 5th and 7th Avenues identified in the Plan » Seeking out opportunities through zoning changes to increase the diversity of housing types in the area as well as decreasing parking standards or establishing centralized parking in the area 	5-10	Action 4.4; Action 6.1
<p>Action 5.5: Conduct a Redevelopment Master Plan for the Hardman Triangle Area. This Plan should focus on:</p> <ul style="list-style-type: none"> » Completing a market study to identify what mix of uses can feasibly thrive within the area » Establishing official controls, such as zoning standards, to accomplish the plan » Establishing design standards and creative concepts for redevelopment of the area » Promoting a mix of uses that fit between the Concord Exchange Core to the West, the Mississippi River to the East, and BridgePoint Business Park to the South 	0-5	Action 4.5
<p>Action 5.6: Conduct a market study and design plan for the 494/Armour Avenue Commercial Area. This Plan should focus on:</p> <ul style="list-style-type: none"> » Establishing the area as a regional commercial hub, and to act as a “front door” from 494 » Finding uses that complement the businesses with BridgePoint Business Park » Emphasizing architectural design, landscaping, and use standards 	10+	Action 4.6
<p>Action 5.7: Evaluate proposed development sites for erosion prevention and bank and slope stabilization issues and require restoration as part of the development process.</p>	Ongoing	

