

## Principles

- Significant increase in the tax base over time that strengthens surrounding property values.
- Increased regional significance and economic value.
- Range of business and employment opportunities with an emphasis on family supporting jobs.

## Who Influences What?

### Land Owner

Decides who to sell to

### “The Market”

Decides which employers are interested in site, based on location, site attributes, and price

### City

Sets zoning that determines type of allowed uses, as well as the size, form and design of buildings

### State & City

Set rules about operations, such as noise and emissions; can provide \$ incentives

## Site Assets for Jobs

- Pool of 280,617 employees within a 20-minute commute
- 5-7 miles to airport, the downtowns, and the MOA
- Thriving business community
- Proximity to Mississippi River, Minnehaha Park & Grand Rounds
- Transit and rail corridor access
- On-site waste-water treatment facility and steam plant
- Stable power source in adjacent hydroelectric plant
- Potential for underground use
- Active, amenity-rich area - will attract high-quality employees

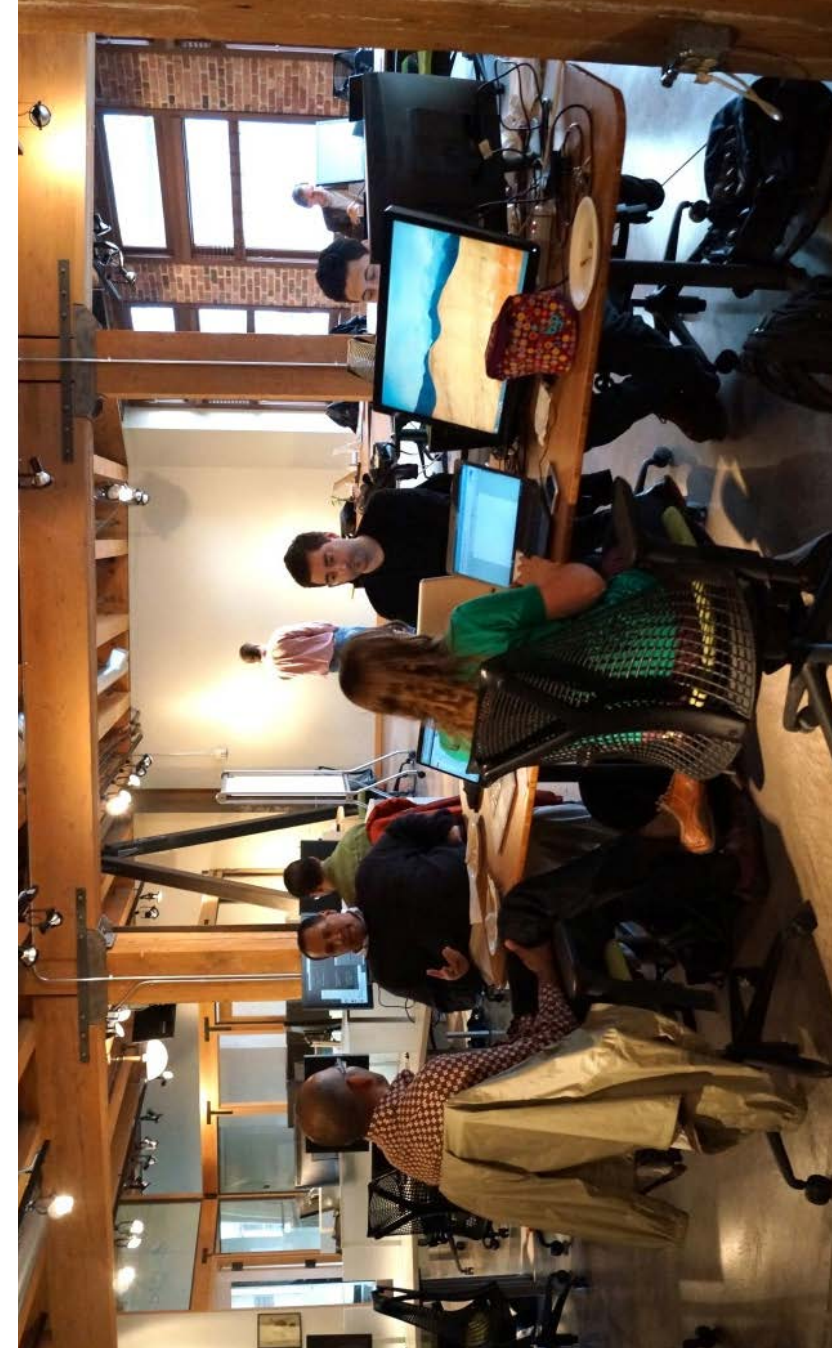
## Site Constraints for Jobs

- Limited transportation access, especially for trucks and to freeways
- High land price relative to other available land in metro
- Not a “ready-to-go” site; full build out will take 10-15 years
- Jobs well suited to the site, like high-tech R&D, often have heavy competition for recruitment
- Site surrounded by residential and neighborhood retail; not suited to heavy industrial uses

- Full Time
- Family Sustaining Wage —————>
- Career Path for Advancement
- Better Job has Full Benefits

**\$15.15/hour\***  
**(\$12.83 with benefits)**

\*Minimum starting per adult based on St. Paul Living Wage Ordinance for family with two working adults and two children



**What are we missing in defining a good job?**

**Do you think it's important for good jobs to be available in every neighborhood of the city? If yes, why? If not, where should good jobs be located and why?**

## ASSUMPTIONS

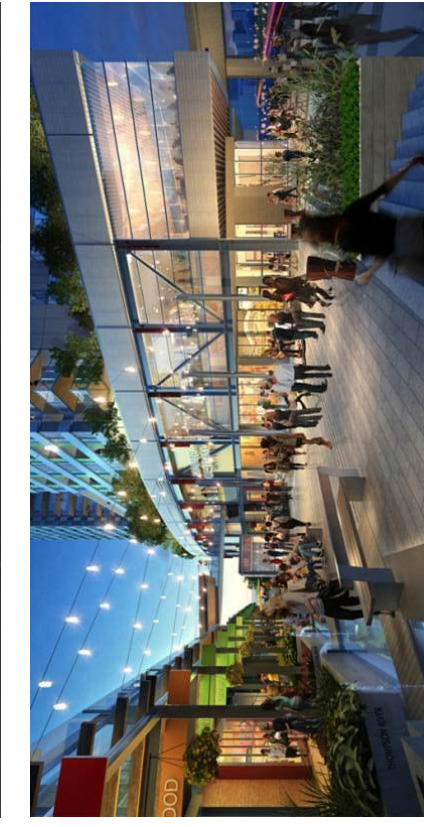
- The mix and density of uses envisioned for the site will naturally attract retail and services.
- Existing businesses in Highland Village may seek to relocate to new spaces at this site.
- Retail and service jobs typically do not pay a living wage.
- New development heavily favors national retailers; local, independent businesses will have a hard time competing for spaces at the site due to risk-averse lending practices for new development.
- The City can regulate the general use, size and design of businesses that move in, but it cannot restrict companies or brands.



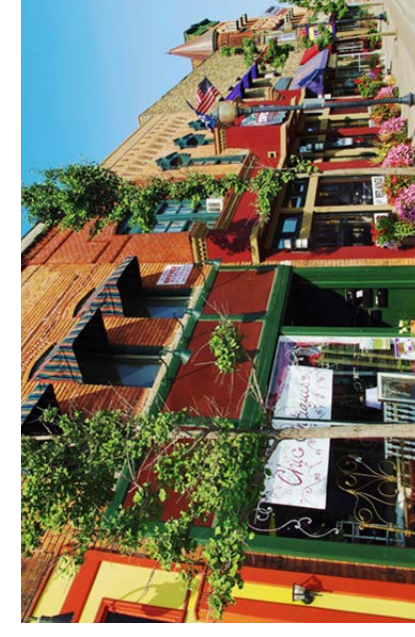
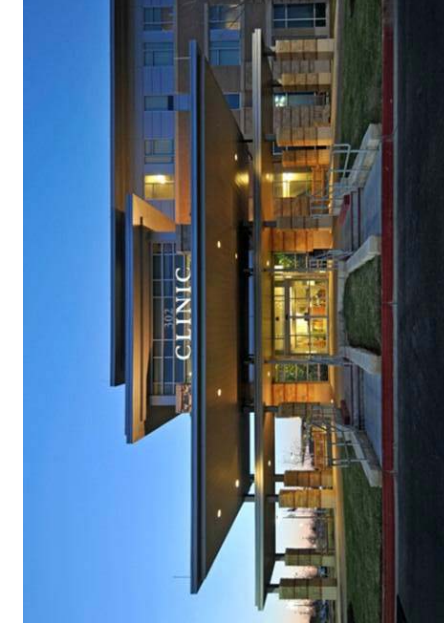
## What retail & services are missing from the Highland Village area?

## What types and form of retail and services should be added to the Ford site?

Please indicate with a dot and provide comments below.



Comments



Comments

## ASSUMPTIONS

- Employers have specific needs for building design and operations
- The form of buildings and use of space varies widely, from low level warehouses with large lots for trucking to signature office buildings with underground parking
- Certain forms and operations will not be appropriate to this mixed-use, dense urban neighborhood

**What building forms and operations do you think are appropriate to the Ford site?**

*Why? Please indicate with a dot and provide comments below.*



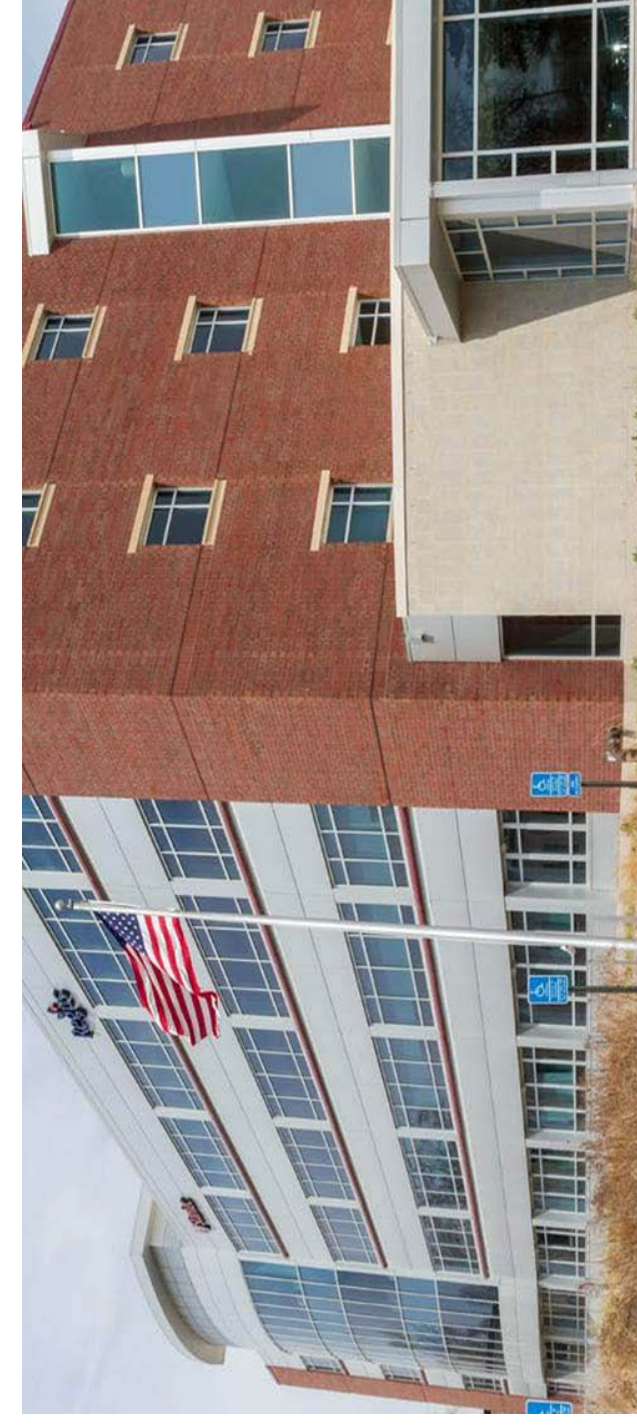

















Comments

The Ford plant provided 1,800 mostly industrial jobs at the site. Creating that many new jobs is unlikely; but more variety is possible.

## Space & Education Needs by Job Type

### Office and Institutional Jobs

- College degree or higher
- 3 jobs per 1,000 square feet

### Industrial Jobs

- High school diploma or higher
- 1 job per 1,000 sq ft

### Retail and Service Jobs

- Variety of education levels
- 2 jobs per 1,000 sq ft

Example: Phase 1 Report, Scenario 2



Industrial = 500,000 sq ft = 500 jobs  
 Office / Institutional = 250,000 sq ft = 750 jobs

## Tax and Revenue Implications

- Residential taxpayers use more in city services than industrial (\$1.08-\$1.16 VS \$.60-\$.70 for every \$1 generated)
- Industrial property tax rates are approximately double that of residential

**What's the right balance of job types - office, institutional, light industrial, retail or service - at the Ford site? Why?**

**If only housing and retail is developed, few family sustaining jobs will be created. How important is land for higher paying jobs on the site versus housing, retail and other uses?**

## JOBS STRATEGY GOALS

- Fit into the context of the site, recognizing it's amenities and constraints
- Attract local, regional, national and international talent with diverse backgrounds and skills
- Attract businesses that embrace the forward thinking vision for the site – where jobs, people and green space interact in very dynamic way

## DESIRED JOB TYPES (Per Ford Jobs Work Group)

- Research and Development (R&D)
- Educational
- Retail & Services
- Small volume, custom manufacturing
- Office
- Medical

**Do you think these types of jobs are good for the Ford site? Why or why not?**

## WORKER TRENDS TO CONSIDER

**Contractors, temps and self-employed**

- 30% in 2006
- 40% by 2020, estimated

**Job Mobility**

**Average job tenure:**

- 3.7 years in 2002
- 4.4 years in 2012, for all workers
- 2.5 years in 2012 for Millennials

Bureau of Labor Statistics

- Telecommuting and flex hours

- The “Makers”

*“The people who create, build, design, tinker, modify, hack, invent, or simply make something...They are moving the economy.”*  
- Forbes

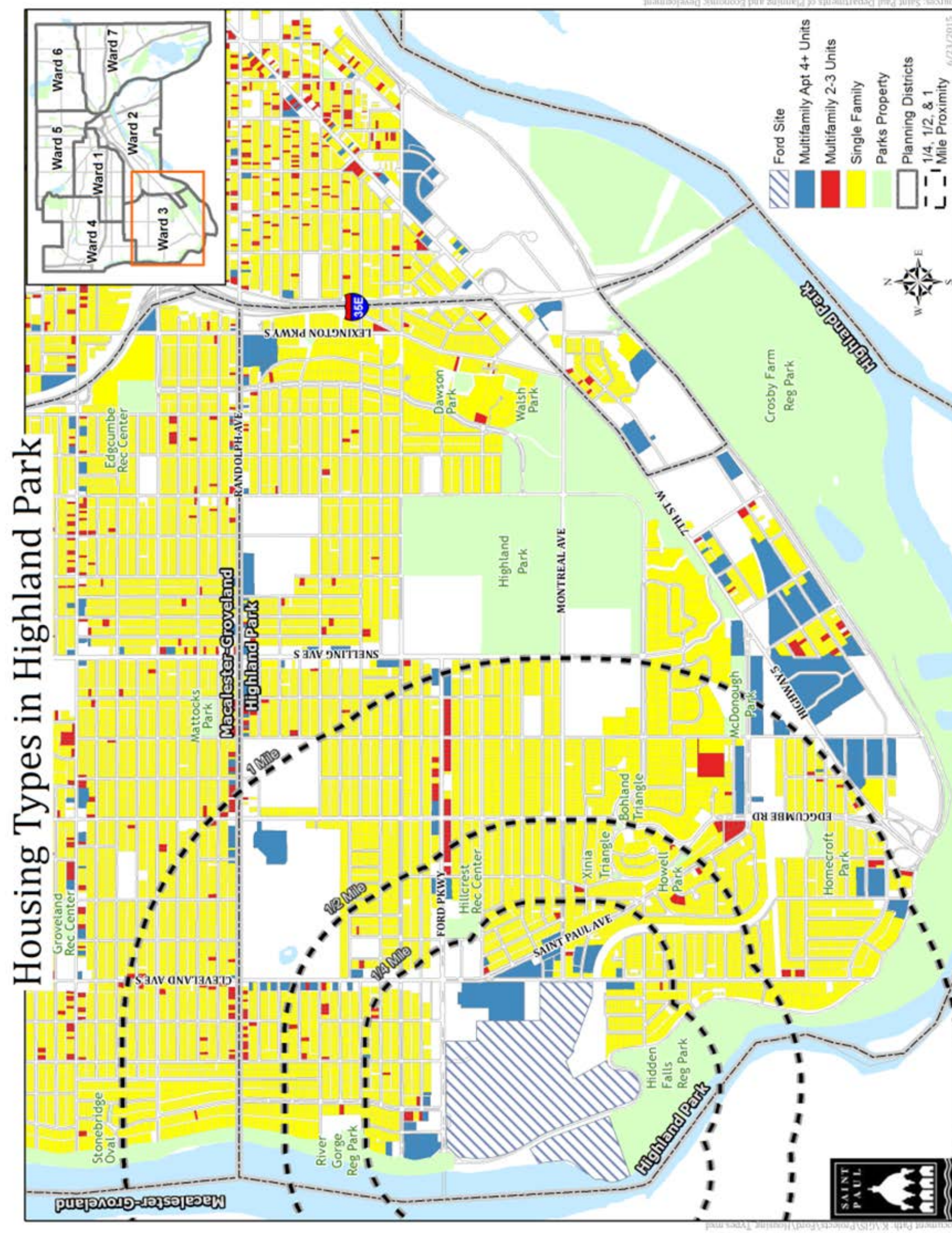
- Shared offices-CoCo; Café Inc



**How should emerging job trends shape job strategies and planning for the Ford site?**

- Existing housing stock in Highland Park is primarily single-family homes
- Housing needs and preferences are changing
- More inclusive communities are needed and desired

Source: Maxfield Research, 2015 Twin Cities Apartment Market Snapshot



## POLICIES AND DIRECTION

### Saint Paul Comprehensive Plan

- Provide affordable housing across city
- Increase housing choices to support economically diverse neighborhoods
- Develop land efficient housing
- Promote cultural sensitivity in housing
- Affirmatively further fair housing



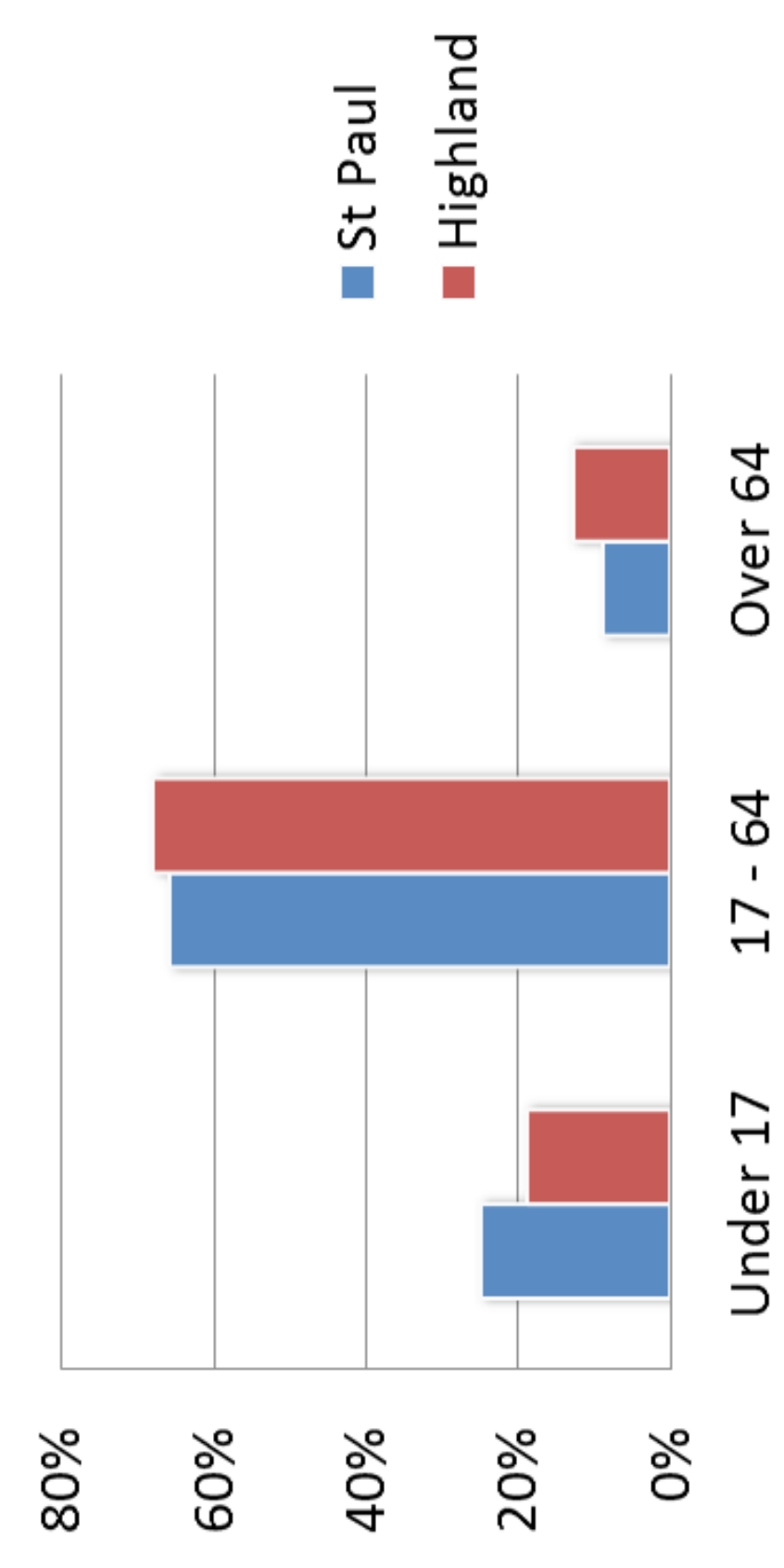
### Locational Choice

*Policies and programs which encourage the expansion of housing options in all neighborhoods, to meet the housing demand of all ages and incomes.*

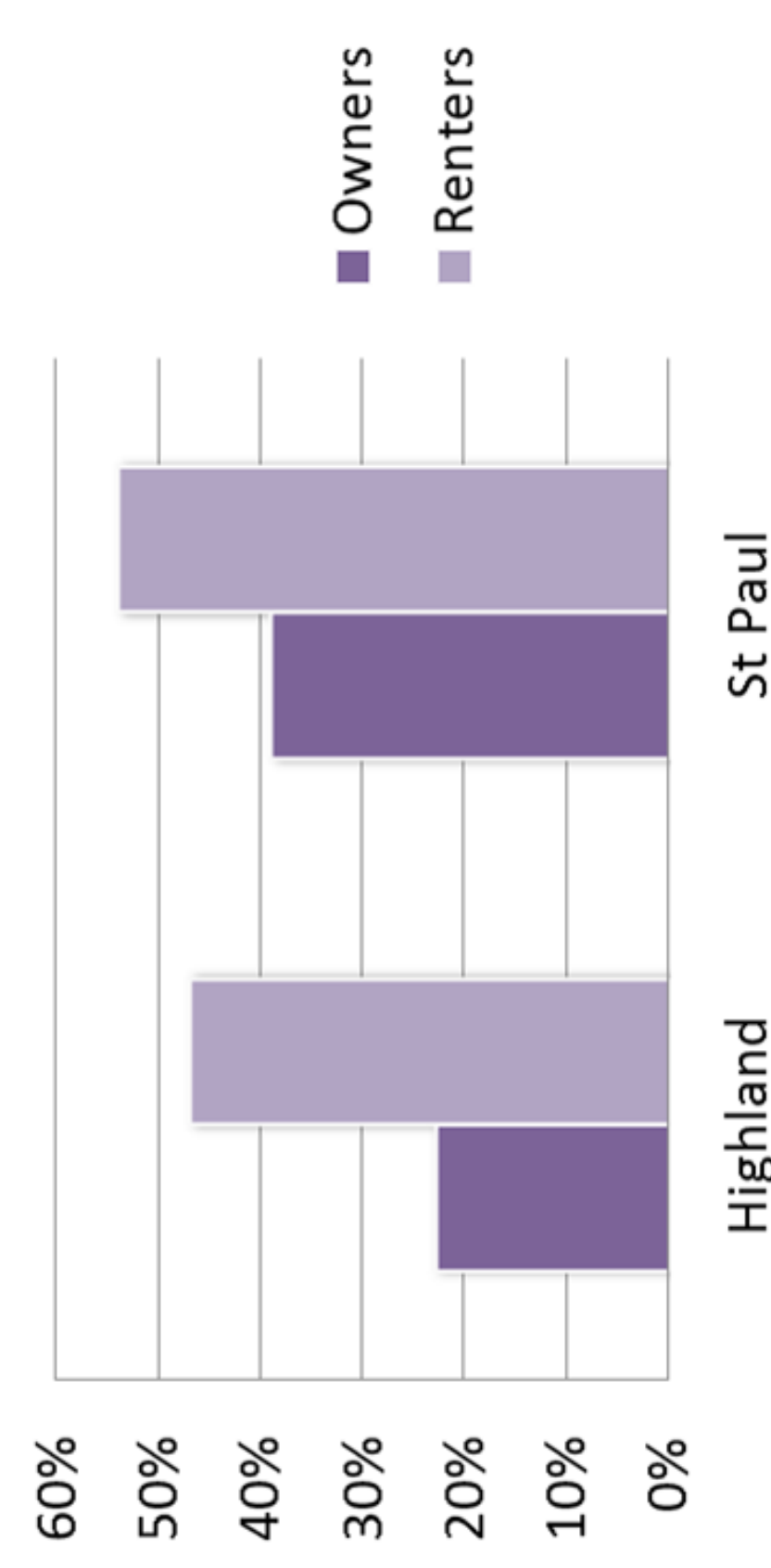
## HOUSING TRENDS

- Today, **38%** of Highland Park households are 1-person
- Rise in single-person households will continue among young & old
- By 2040, all new housing units will need to be attached to support a trend toward smaller unit types
- Increasing housing costs – **Over 50%** of metro renters making up to \$86,600 for family of 4 are “cost burdened”

Age of Residents 2008-2012



Cost Burdened Households

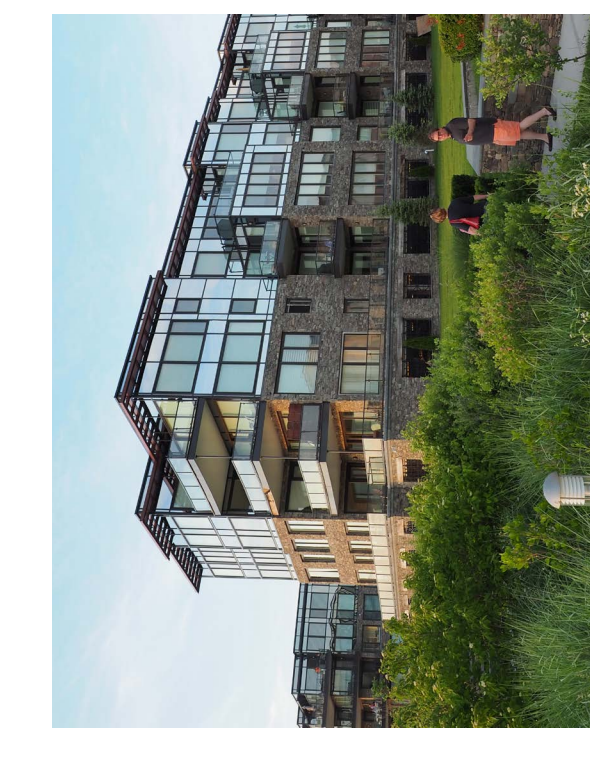
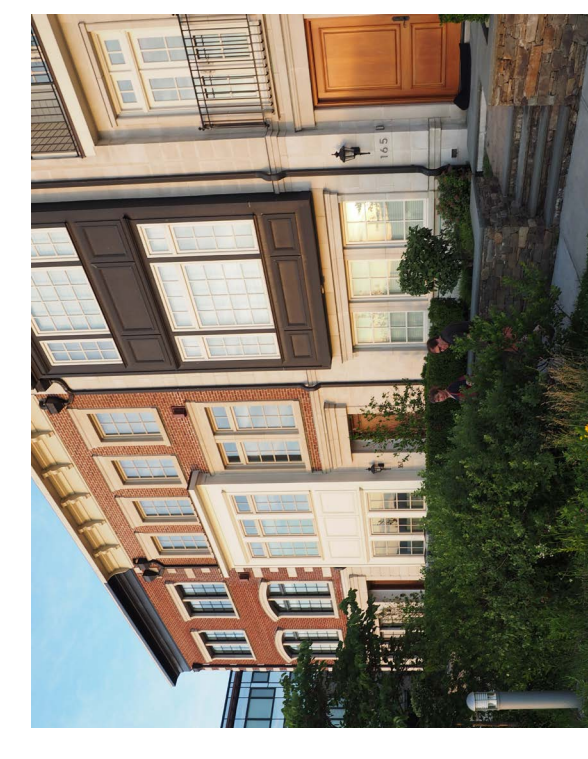
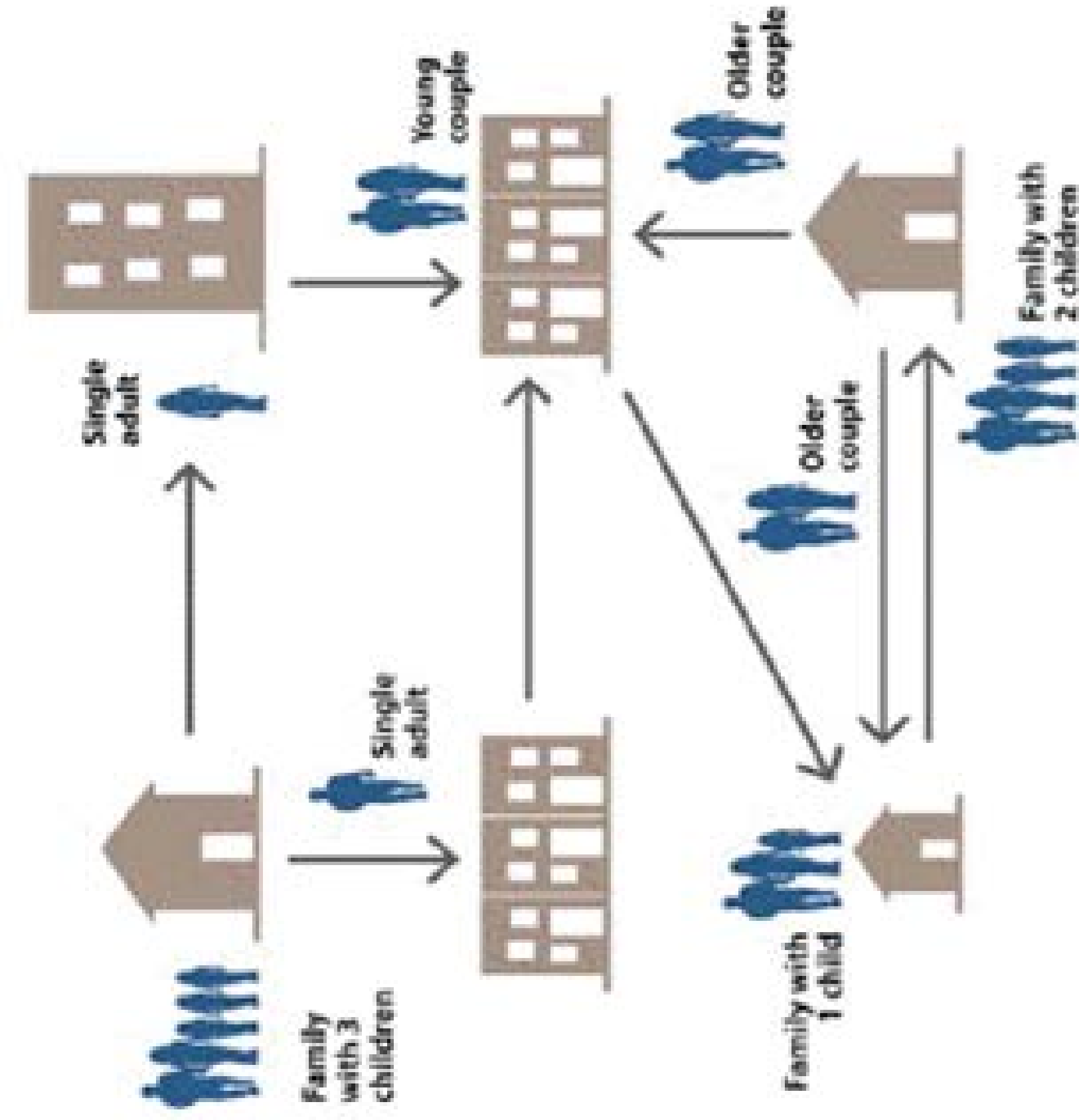


## ASSUMPTIONS

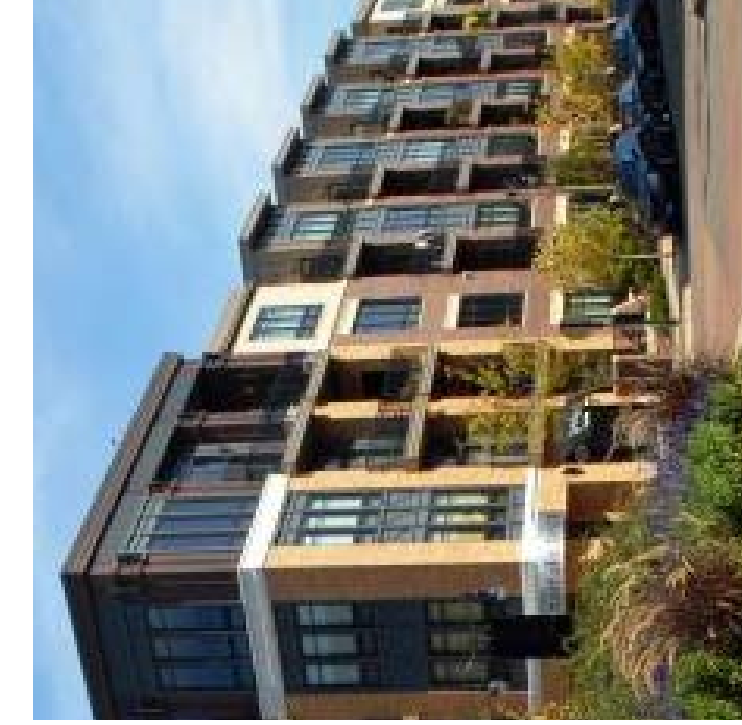
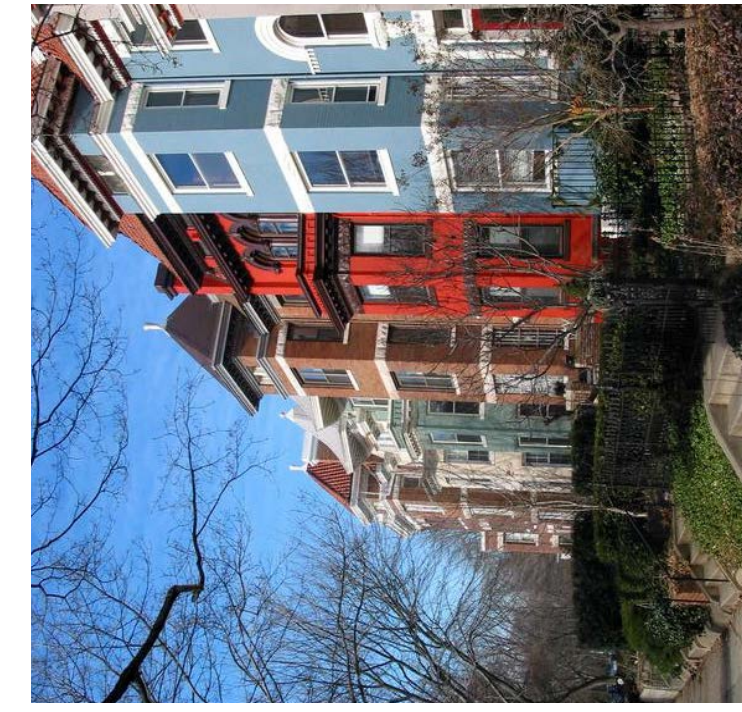
- Ford site should expand housing diversity and options in Highland and the City
- Environmental site conditions may limit the type and location of land uses, including housing – i.e. single-family housing may not be viable due to environmental, financial, and/or liability reasons



## Changing Housing Needs



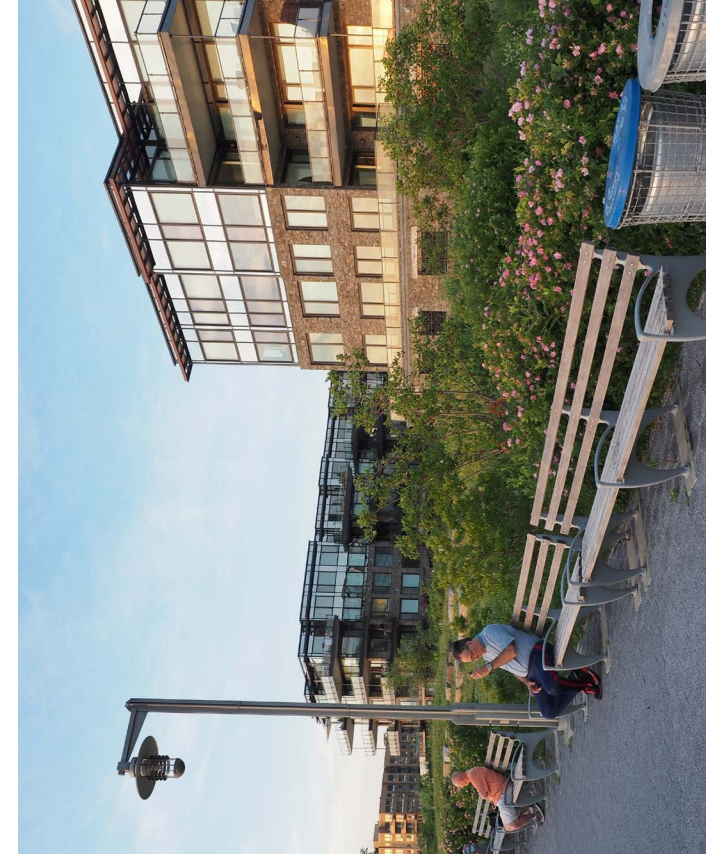
Which of the following types of housing do you think are needed to expand housing options in the Highland community and the City?



Townhomes/ Row Houses	Mansion Homes (3-6 units)	Apartments	Condominiums	Senior Housing	Other (Please List)



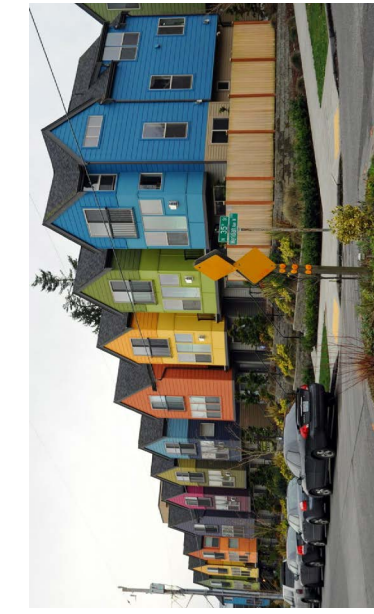
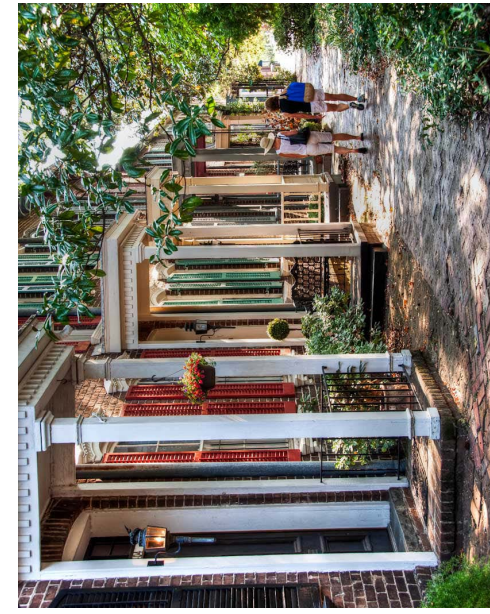
There is a wide range of housing options - varying in style, shape, size, materials, and detailing. Design and form significantly impact how the site will function and feel.



**What styles and design features are interesting or attractive for residential buildings?**

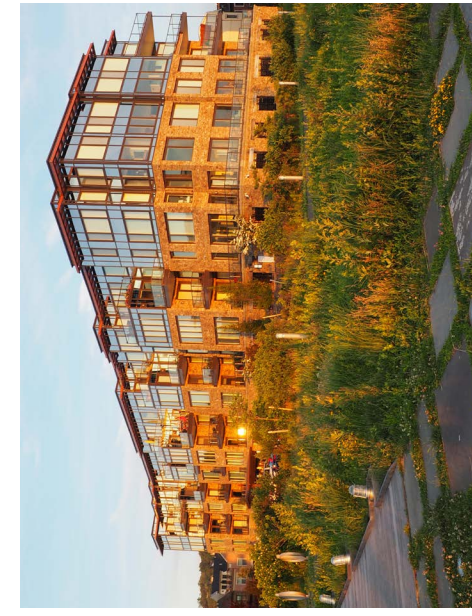
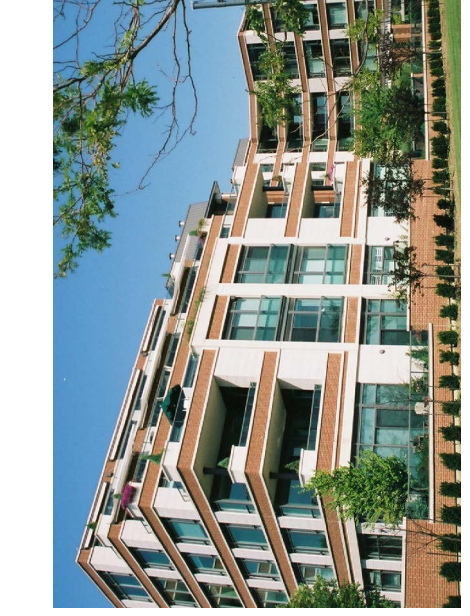
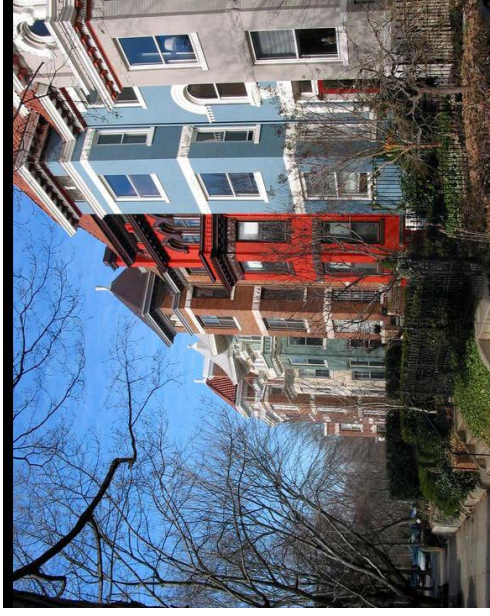
**What is your preference of building forms in low, medium and high density housing and why?**

**Low**



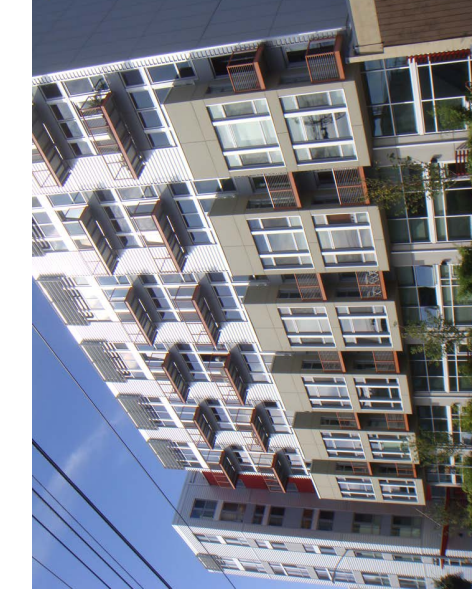
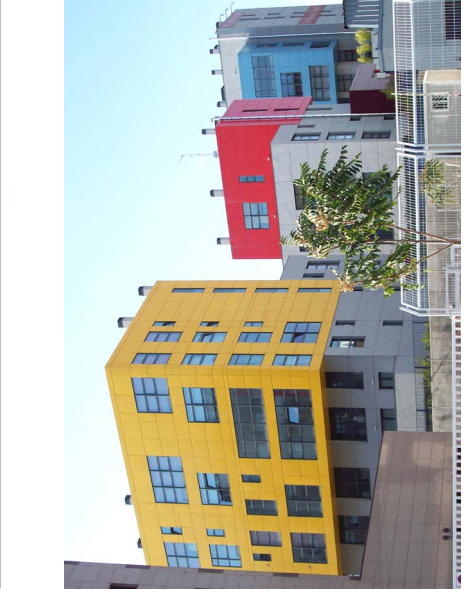
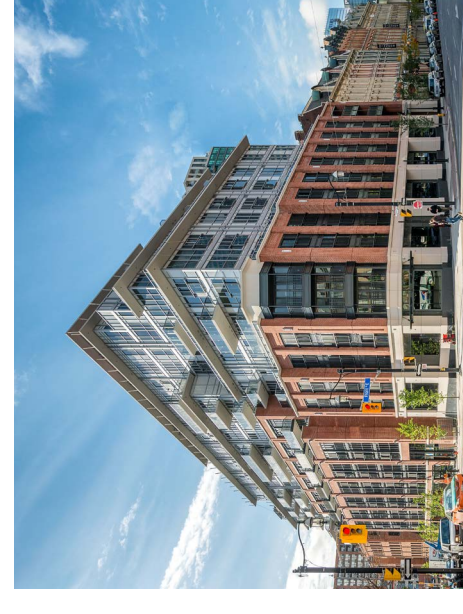
Comments

**Medium**



Comments

**High**



Comments

## ASSUMPTIONS

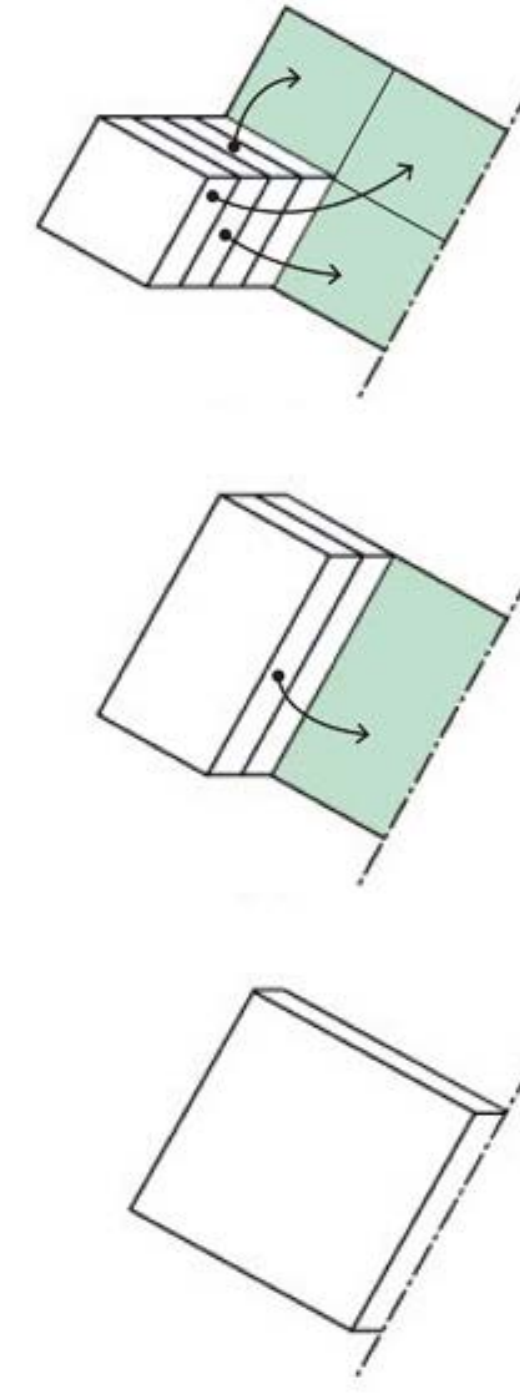
- **Market-rate, multi-family can provide residents increased amenities within buildings and in the public realm**
- **Higher densities provide the population to attract market-driven amenities and services**

*“Higher-density housing near places of business can offer these residents short commutes, a high level of amenities, and low maintenance.”*

- Karen A. Danielsen & Robert E. Lang, Metropolitan Institute at Virginia Tech



This is how a 1.0 F.A.R. building looks when stacked:



**1-Story**  
100% Lot Coverage  
1.0 F.A.R.

**2-Story**  
50% Lot Coverage  
1.0 F.A.R.

**4-Story**  
25% Lot Coverage  
1.0 F.A.R.

www.mvrb.com

Special thanks to Eugene Hsieh, Peter Ross, Matt (F.A.R.)

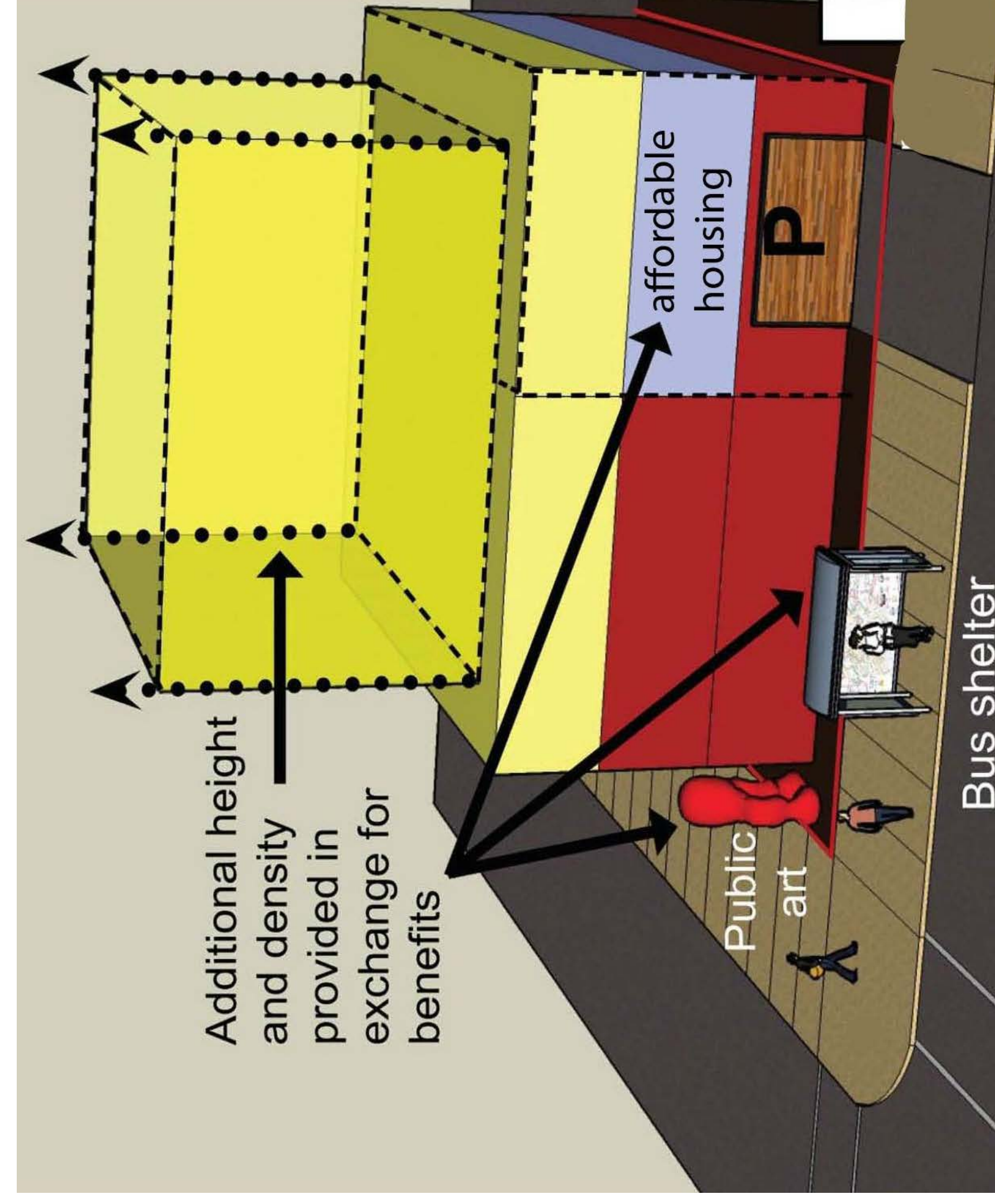
**Increasing height potentially allows additional space for amenities**

**Should the Ford site use increased housing density to create and attract more amenities and services? Why or why not? How?**

## Increasing Affordability Needs

- An aging Baby Boom generation increases the demand for affordable housing
- Younger generations were hit hard by the recession, and still struggle to find affordable housing today
- Real wages (inflation-adjusted) for most U.S. workers have been declining for 3 decades, reducing income available for housing

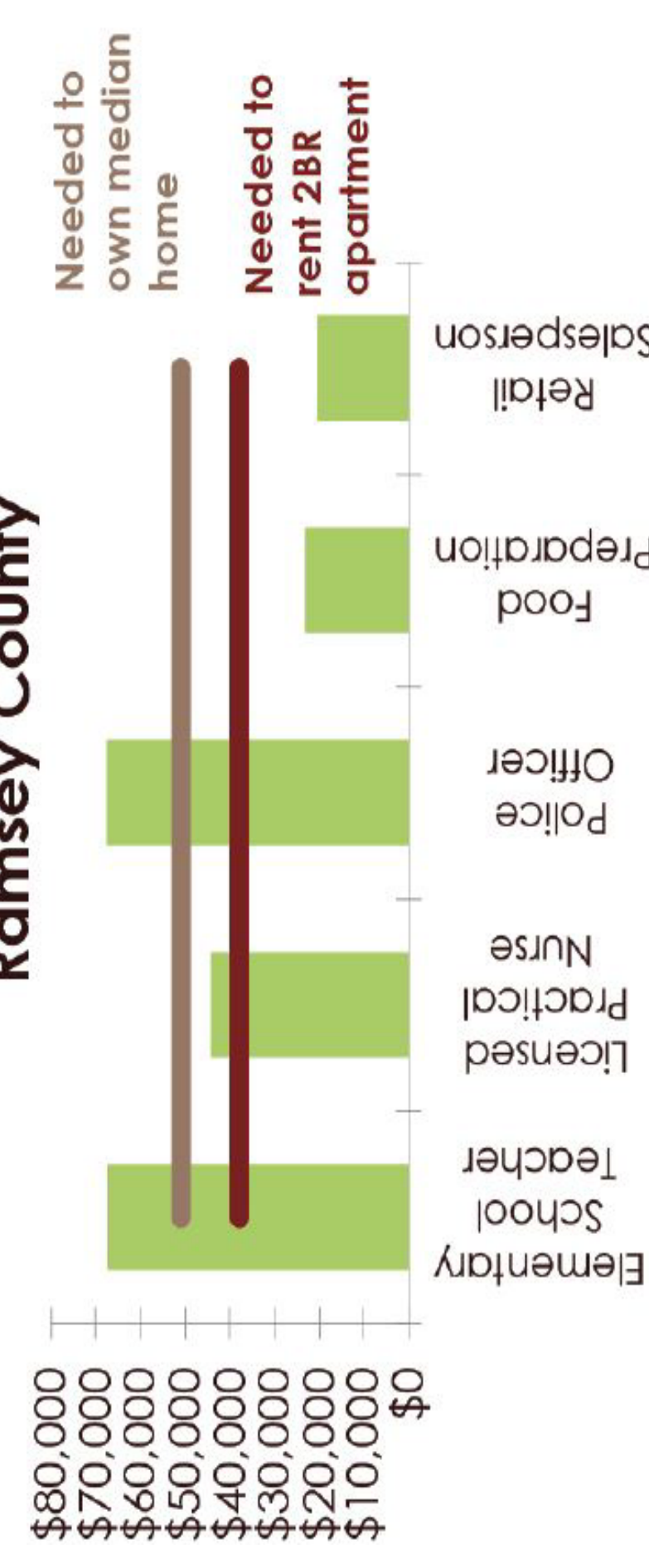
## How Density Bonus Works



## What's affordable in the Twin Cities?

A 'Fair Market' rent in the Twin Cities for a 1-bedroom unit is **\$796/month**; this is equal to 30% of a \$30,000/yr income

Housing Affordability by Occupation, Ramsey County



## Level of City Encouragement - A range of options



## How should the city encourage affordable housing on the site?

Sources: Increasing Affordability Needs – Bipartisan Policy Center. (2012). Demographic Challenges and Opportunities for U.S. Housing Markets; Bureau of Labor Statistics 2014 median employment data for Twin Cities Metro Region, Dept. of Housing & Urban Development Twin Cities Metro Region AMI for 2015, 2015 FMR; Economic Policy Institute, "Raising America's Pay" by Elise Gould, February 19, 2015