

Ford “Jobs and Housing” – Input from July 22, 2015 meeting

Defining a “Good Job”

- **Full Time**
 - Not necessarily! Part time at \$60k/year would be great!
- **Family Sustaining Wage \$15.15/hour**
 - But it’s annual income that really matters!
- **Career Path for Advancement**
- **Better Job has Full Benefits**
- **What are we missing in defining a good job?**
 - The ability to join a union
 - Yes
 - Maybe or no
 - Living wage
 - Yes
 - A job workers can feel good about beyond wage considerations : Ethically sound, environmentally safe, responsive to the community, supportive of the community
 - Yes
 - Ability to live where you work
 - Yes
 - Ability to live where you work. A \$15/hour job probably won’t allow someone to live in HP. Would need to live elsewhere.
 - Mandatory earned sick and family leave
 - A better job allows the worker to have greater autonomy in direction &(?) initiative.
 - Provides health insurance! (This is critical!)
 - Provide child care near employment. Perhaps “childcare” shared costs by employees in the area. Benefit to working in the area. – Access to fitness/health facility in area of work- could be shared by employers... considered a “benefit” to working in the area.
 - \$15/hour minimum wage policy
 - A safe location
 - Synergy with existing academic institutions
 - Mix of NGO/non-profit with for-profit
 - Good idea
- **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?**
 - No – there can be residential pockets without any jobs at all.
 - [re: Where should good jobs be located?] Not too far away!
 - No. You just need high-density clusters of jobs in varying locations 10-15-20 minutes apart, along transit corridors.
 - Yes, would like good jobs here.

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- Larger work centers w/ higher concentrations of full-time [illegible] jobs near existing B/O/I zones. - More part-time retail & services scattered throughout remainder of site. - 15-20 min walking distance, 20 min bike commute.
- “Labor Peace Agreement” - No waivers on living wage ordinance – Community benefits agreement x2
 - ?? What do these mean?
- Not with good transit!
- Yes, we need a better WalkScore
- Yes! I’m convinced after tonight... have to admit I didn’t imagine the possibility of good jobs/non-service/retail in the Ford Site
- If they were, it would be “greener” – less energy and time expended to travel to and from work. People will drive to a job if it’s what’s available (I travel 75 miles one way to work 3x/week - can’t find anything in my profession closer).
- If we don’t put jobs where people live, we’d better be prepared to spend big \$ on transit.
- This shouldn’t be a destination to visit, it should be a place where people live and work
- Good jobs = there are options for people to work and advance without having a degree
- Jobs change, more important is transit access to jobs in the region
- Yes, we should be encouraging people to think of neighborhoods as places to live, work, and play, not encouraging needless commuting. Build whole communities!

Jobs Mix at the Ford Site

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 square feet

Retail and Service Jobs

- Variety of education levels
- 2 jobs per 1,000 square feet

Tax and Revenue Implications

- Residential taxpayers use more in city services than industrial (\$1.08 - \$1.16 vs \$0.60 - \$0.70 for every \$1 generated)

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- **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?

- 80% family sustaining
- Don’t let the “city decision makers” look at this opportunity as revenue generation – this is a “quality of life in the urban city” opportunity
- Limited retail/service. Office/institutional/academic jobs. Aerotropolis (Airport-based high volume manufacturing).
- Office 50% - Institutional 10% - Light Industrial 0% - Retail 20% - Service 20%
- Not heavy manufacturing. Light industrial.
- Light industrial and manufacturing for new product development. Small area distribution.
- Office 20% - Institutional 20% - Light Industrial 40% - Retail 10% - Service 10%
- Emphasis must be on family sustaining jobs. Highland needs to support jobs like those at Ford that provided good wages to support a family.

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?

- Investing in production jobs and a variety of emerging industries will support a stable and flexible local economy. There are not many pieces of land available to support light manufacturing.
- Needs to support family sustainability (jobs available need to do this). Not just retail! Need office and institutional (and perhaps some light industrial).
- Core of jobs, but retail and housing should be the focus.
- Creating housing commensurate with the jobs created on the site makes sense – helps encourage walking to work, less traffic, sustainability, etc.
- The site is huge – should be room for a lot – Area’s more high-end jobs being created in technology fields; isn’t there an option for better-paying jobs that are not industrial? Educational and medical facilities provide family sustaining jobs and fit with housing development.
- Very important – 20 min walking radius, 20 min biking radius. Need full-time and part-time jobs close to homes.
- This is really important. Make a neighborhood where an entry-level worker can stay in the same area for more advanced jobs, rather than moving to the suburbs for better jobs.
- “Clean” business, MAKER industry.
- Balance is needed. Must include higher paying jobs... with flex/remote working (from home) we should be able to add these jobs in smaller buildings.
- You need to have office/workshop/bookstore etc. [???] individual persons in duplex-townhouses.
- Mix of use. Build for long run. New space today = affordable tomorrow.

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Office, Institutional, and Light Industrial

Assumptions

- Employers have specific needs for building design and operations
- The form of buildings and the 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 at the ford site? Why?

				
21	0	0	7	29
				
7	0	9	4	

- All
- None of the above are especially appealing or appropriate. See University-Raymond area for inspiration.
- You don't want to change the skyline, so nothing higher than the Ford plant was.
- Need a library on campus.
- All of the above are outside the appropriate range of types. Highland is a successful small community. “Big box” of boring buildings is not Highland!
- Forms that relate to sense of village and mixed-use types. Larger offices that can share plaza, courtyards, or small/pocket parks.
- The shopping cluster around 3900 Silver Lake Rd – St. Anthony/New Brighton – is a good example.
- Green buildings – environmentally friendly – solar. Keep green space around.
- Please watch noise, sound!
- Green build, sustainable materials, creative designs.
- Need some focal points, as well as variation in form, texture, color, etc.
- New urbanism quality mixed use traditional development.
- The river is an asset. The buildings should echo/connect to the river.
- Do not saturate the “river view” land by buildings – leave open areas for multi-level buildings. Having staggered floors like view #1 is desirable.
- Education, technology (U of M?), community college?

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- Co-located high-tech/start-up space.
- Could pair medical facilities with senior housing.
- Need office space for small companies 1-2 persons, e.g. consultants who don’t want to set up an office in their home. Example 150, 200 square feet +. Perks: Ability to get into space 24/7 weekends and evenings, use of common space e.g. conference rooms, lunch room, etc.

Jobs Background

Principles

- Significant increase in the tax base over time that strengthens surrounding property values
- Increased regional significance and economic value
 - ?? Of what?
- 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
- 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, and 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 likely 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

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Retail & Services









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?

- “Higher end” salon
- Hardware store
- Small scale and unique service and retail
- Basic mens clothing store – children’s clothing and toys (e.g. Creative Kidstuff)
- Eclectic, unique – Whatever we can do to avoid Bennigan’s, Olive Garden, Perkins, etc. throughout. Thanks.
- Bike repair/sales, scooter repair/sales, small engine, hardware, theater (stage)

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

	1		8
	19 “Indoor/outdoor all season”		27 “Main street feel”
			
	10 “Make St Paul more romantic with this.” “Agreed – I like the visual diversity & aesthetic”		

- Pedestrian friendly commercial services and retail please. Not auto-oriented.
- I would love an off-leash dog park!
 - Ditto!

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- Medium-size hardware store, kitchen wares store, site for music lessons for kids & adults, Barnes & Noble or other major bookstore (they didn't leave on purpose), nursery/plant supplies. I now drive elsewhere for these shops and services.
- Provide incentives for small business (financial, loans, etc.) to avoid having it become completely large/national businesses.
- Uptown area style
- Mix of use with various retail options (local + chain + regional).
- Dense and diverse retail/services in walkable format. No new box stores/stripmalls!
- Small businesses that aren't franchises
- Higher end/mid-range bar/restaurants
- Good restaurants
- Attractive design
- Liquor licenses in Ward 3
- Services = Police (local office), Fire and ambulance (quick response)
- Off-leash dog park! (There is one in downtown Minneapolis by Loring Park that wouldn't take too much space)
- Build retail with large awnings to make the street walkable through winter.
- Love green space combined with retail and services
- Make it walkable. No car-oriented retail please. Grocery.
- Keep retail densely concentrated toward existing Village to preserve walkability.
- Urban Village, Walkable

Proposed Jobs Strategy & Trends

Jobs Strategy Goals

- **Fit into the context of the site, recognizing its amenities and constraints**
- **Attract local, regional, national, and international talent with diverse backgrounds and skills**
- **Attract businesses that embrace the forward-thinking vision for where jobs, people, and green space interact in a very dynamic way**
 - Subsidy for small farmers. Start-ups? Engage some CDCs.

Desired Job Types (per Ford Jobs Work Group)

- **Research and development**
- **Small volume, custom manufacturing**
- **Educational**
- **Office**
- **Retail & Services**
- **Medical**

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

- The creative class, will attract investments

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- This all makes sense. Would be great to get educational use (higher ed.)
- Yes, these job types seem appropriate. What about use of “caves” – cheese, wine, other food products that rely on climate control
- Ask students at Highland what kind of jobs they want to see here
- Yes – building size, traffic to & from and noise produced are all major considerations/
- No Home Depot
- Need a school building that can be adapted to changing student body or programs without undue expense yet substantial
- Library, rec center, adaptable theater (backstage for props, etc.) adjacent to housing suitable for kids and employees
- Establish U of MN, U. St. Thomas, Mayo Clinic satellites
- Bring creative art people here!
- Attract the creative class. Health care critical. Library – book store. Co-op food stores.
- Live/work space
 - Not only for artists for “Maker” need this space
- Yes – diverse selection of job types. Full-time professional to part-time service-related. High-tech to bicycle repair.

Worker Trends to Consider

Contractors, temps, and self-employed

- 30% in 2006
- 40% by 2020 estimated
- 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”
- Shared offices – Coco, Café Inc.

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

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

- What about child development?
- It seems that designing this site for jobs without looking at future trends is pretty crazy. Also, trying to ensure opportunities for people to both live and work on-site would be great.
 - Agreed!
- Variety in light manufacturing types/businesses provides flexibility with market changes.

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- Aging population drives need for retirement homes. This is a great opportunity to create good jobs and housing simultaneously while also creating a neighborhood where people of all ages can live. See Hometown in North Richland Hills where there is a retirement home integrated into the community. Make the site urban and the diversity of jobs and people will come. No homogeneity. Diversity always!
- I'd like to live in an area where I can walk, bike, or take public transit to most places I need to go.
- Medical manufacturing. Food processing (value added). Industrial hemp (food, fiber, or fuel).
- Twin Cities should be attractive to Microsoft, Google, Apple, etc.
- Would there be self-employment options (i.e. daycare)?
- Co-op office spaces to share
- Make sure there's a mix of industry so if a sector tanks we don't end up with empty buildings.
- More light industry and service, and less retail
- High-tech/office and part-time/telecommute
- Put some emphasis on “incubator-like” spaces for helping the techie work and develop
- Allow for 24/access communication types [?]
- No IT logjams due to increased demand/usage
- Promote green/sustainable manufacturing companies
- Look to the future of work, not the past.
- Similar to uptown area – with some more progressive businesses such as aquaponics, 3D printing, etc. Also – the Mississippi National River Recreation Area should relocate to a part of this site.
- To attract millennials you need to keep ahead of the curve in providing space for them; i.e. creative spaces, tinkering, co-op space. And encourage transit to sites – not all of these workers will live in walkable range.
- Don't think big unless you really need big. Housing for office or workshop as well as family. [Illegible].
- [Illegible].
- City is investing so much money in Lowertown to attract younger citizens. Why would they work/live in Highland? I think we need to invest in Highland area for seniors and younger people. Highland is a great family area.
- Build for long term. Space will be affordable in 20 years. Mixed use please.
- Think about how to attract businesses that give employees the synergy of being able to move from entry-level to more advanced jobs within this area, rather than moving away.
- Jobs work if there is transit (LRT); Everyone who moves here to work is likely to change their job.

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Housing- Background

Today, 38% of Highland Park households are 1 person

- but many of these are 1-BR apartments, right?
- Both houses AND apartments?

Increase housing choices to support economically diverse neighborhoods

- Starred

St Paul Comp Plan Bullets

- Does not ALL have to be @ Ford (not sure if commenter meant all the bullets need to be reflected at the Ford site and/or that the bullets also apply to other places)

Housing Variety

Type	# of Dots
Townhomes/Row houses	53
Condominiums	44
Senior Housing	42
Apartments	24
Mansion Homes	11

Other:

- Townhouses quadriplexes (4-6 units) (one dot)
- 2-3 bedroom 1.5 baths (one dot)
- Single level (3x mentioned/affirmed)
- Twin homes (one dot)
- We need a MIX of these (two dots)
- Co-housing [sketch of shared courtyard](6x mentioned/affirmed)
- Cooperatives, for twenty-somethings?
- Single family detached homes (regular) (3 dots)
- Accessibility is HUGE (one dot)

Notes

- MUST do affordable housing
- Maintain a respectful balance or proportion of single family to condos. Don't saturate this area with multifamily dwellings
- Townhouses and condos with single level living (one dot added)
- On Mansion homes

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- NO
- NO, have enough!
- Yes- small % anchors on corners & transitional from Res. to Bus or T-zones
- Actually good if multi-unit
- St Paul has more single family homes than many small nations! No More!
- Diversity is key, at block level, within building.
 - ^^ Agreed, diversity is important both economically, & age/life-stage (i.e. singles, couples, families, including seniors.)
- All universal access housing units
- Senior housing mixed in unit with family housing, not so much age segregation
- Housing focused by village, modular housing—adapt individual unit based on changing family size & need
- Encourage diversity in housing stock by having as many builders as possible. Don’t have a monoculture with just a few developers. The diversity will ensure things are desirable in the long term.
- I think single family housing is not the best use for the land. Need affordable & senior housing (often they are the same)
- I am very interested in “co-housing”
- How about a “housing co-op”? (ala Becketwood)
- Police and Fire protection (substations) ambulance proximity.
- Design Standards to include quality of materials
 - YES
- Consider significant citywide needs—e.g. huge need for foster homes. How to address the developmental needs of kids? Think outside the box, not nuclear family as we’ve known it.

Design and Form Matter

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

- Please abide by the Christopher Alexander Design Pattern language of the 4-story limit. Especially for houses. None of these [pictures above the question] are attractive. We need some creative designs that are appropriate to the location and the neighborhood
- Are these the best local architects can produce? Really?
- Easy walking/biking, metro transit access
- Provide solar exposure
 - As well as other environmentally sound features (eg geothermal)
- This area is beautiful—keep areas for grass, gardens, water features. Do not make this a concrete jungle. Use more than the minimum requirement of undeveloped space for this site (by city code)
- (if/all???) parking needs to be underground
- Gardens around, on & near buildings
- Use a “theater or bleacher type concept, with the highest buildings being the ones furthest EAST and the lower ones farther WEST so all get a river view





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- More elevated gardens & terraces (roof-top & stepped-back up floors)
- More clusters of housing facing a central park or square (Savannah) or walkable corridors (Vancouver)
- Wood, brick, stone, not fancy concrete or metal slabs
- I think it should echo & blend with river (curves, ect.)
- Avoid concrete, industrial, soviet-style public housing
- Avoid huge complexes, make sure there is green space near/in larger complexes
- Be sensitive to character of surrounding already built part of Highland Park

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

Low Pictures:

Picture	Dots	Comments next to picture
	0	huh? Too low.
	37	
	2	cheap!
	2	Encourage this range of design with modern clean designs [like this]

Low General Comments:

- Good! This density doesn't over load the space
- Nothing that changes the skyline- no 740 river drive (one affirmative vote)
- We need landworks so some tall this not large buildings and a variety of sizes—1,2,3, sotries to break the monotony, also barled(?) exterior materials
- Design and form will be better with higher cost housing. Limit “affordable” units on site.

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- Medium Pictures:




Picture	Dots	Comments next to picture
	2	
	38	
	8	
	9	<ul style="list-style-type: none"> • not close to river • glass

Medium Comments:

- Few of these
- Urban land is precious. Higher density will improve transit options & allow for more amenities.
- Medium density 3-story town houses with only 4 rows there a ch??? Of width & height/repeat with 2 or 4 story

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High Pictures:

Picture	Dots	Comments next to picture
	12	<ul style="list-style-type: none"> without setback, building height should be 75-125% of the width of the street <ul style="list-style-type: none"> no! No Thanks
	5	<ul style="list-style-type: none"> No! Inappropriate
	2	<ul style="list-style-type: none"> No! Ugly
	2	<ul style="list-style-type: none"> No! ugly

High Comments:

- Too high!
- This is a prime development site. Stop trying to social engineer values.
- Need some with river views outside space with every unit.
- Range of choices & types
- Ideally design options that will age gracefully
- Let market determine price
- Units should have so?? Outside space (deck, balcony, patio)
- Ensure amenities on site

Other notes:

- Why in presentations so much emphasis on Highland? This is a regional development; if the development is an extension of what exists in Highland we have failed so much opportunity for creative housing.
 - Co-housing (smaller private space and more shared space)
 - Themed communities eg international village, wellness village, ect

Ford “Jobs and Housing” – Input from July 22, 2015 meeting

- Building form should enhance community—public event space, small gathering places, the future will be about common/sharing & not so emphatic of private space
- Preserve the river view shed with limited building height

Density and Ammenities

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

- YES- these can become communities within the larger community if building design is appropriate
- Creative “community” spaces- public art and placemaking areas
- YES
- Wonderful large site for many to enjoy! Well-planned public spaces should allow for density that would be quite livable.
- We should have a mix of all these but not in monolithic blocks—keep the heights & widths varied and allow a few very visible landmarks- a tower, steeple, highrise po?? Of something lower to give a sense of neighborhood
- Yes, housing needed for those 1-person households both seniors and 20-something. Just make sure to attract both groups, need a variety of amenity.
- This area should not be packed w/ people to obtain a magic density #. Beauty of river will attract high end housing.
- Build housing to include all ages... young and old! Amenities should accommodate all ages
- Density is okay—need to preserve character of the community. Preserve the Mississippi River view shed, limit to 3-4 stories.
- YES- and a FEW 4-stories are okay. More density -> more pedestrians -> more services -> better economy -> fewer cars (needed)
- Yes as long as the amenities & services help to further build community
- Density and urbanism are 2 things STP needs more of. I support density, added retail, jobs, ect. Mid-rise (6 story) density preferred)
- Nothing over 3 stories
- Some, but townhomes & ???? homes don’t want too much density. Need green space & not a lot of traffic.
- Yes. Density is good. Affordable housing. Amenities in building or near by
- Not accommodating the entire St Paul need for high density
- I think yes—the more mixes of use the more appealing it will be. However, I am concerned about traffic & parking AND having some green spaces
- Yes! But please offer some higher density upscale housing! Many 65+ people want to live urban.
- High density very necessary. Anyway to avoid highrises however?
- Need to increase density to expand city’s tax base & support increased housing choices.

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- Mix of 1-2 story, less if any 4 story. Recognize aging of population in this area and need for housing accommodations.
- Preserve access to river & nature
- We are not lacking in amenities
- Yes. Highland Park needs more diversity in building styles to give more balance to the community.
- Do not disrupt river view—less high density
- Yes. More people = more stuff to do. Do not do “towers in a park”, density * mixed-use, best with green space and pairing & w/ high quality
- Yes—this is appealing
- Strive to keep buildings to 3-4 stories at a max. Try to preserve walkable parkways and green space
- More places for community gardens
- Housing design should allow all units to enjoy river views not solely those units closest to the river
- What additional amenities do we need? Seems like there are plenty.
- Condo units river views full amenities, wish to down size to this site
- Yes- increased density would allow for diverse use & mixed housing options, community open space, ect.) A diverse mix would be ideal to maintain aesthetic & visual diversity.
- Will need higher density in order to provide some affordable options. Also will allow for more green space—community gardens & lower heights closer to the river
- Some high rises with river views.

Housing Affordability

How should the city encourage affordable housing on the site?

- Pls included the entire range of options -> including low income housing
- Yes! Incentives for affordable housing- not segregated (2 agree)
 - Use incentives to encourage a diverse mix of housing options
- 60% AMI not affordable unless you consider the broader region beyond highland park
- Let the market determine structure (1 agree)
- Many MG/HP baby boomers would be happy to see their homes to new young families, given a simpler, managed situation—townhomes ect—incentives to provide this range & city could encourage affordable housing by addressing NIMBY—that HP doesn’t think of themselves as a broad economic diversity b/c there is already “sibley plaza”
- Communicate density bonuses structure to developers early
- Senior housing
- Need to support affordable housing for seniors & those who work on-site. Needed both here & on W 7th. Look at all options to do this. Not everything can be geared to 6-figure incomes.
- Have high end luxury homes on river road (good tax base)

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- “Relaxed Community” we all can live regardless of race & socioeconomic status. Mixed income apartment/condo buildigns. Communicate effectively the financial tools available to developers. Engaged local aff. Developers early.
- With mixed housing options, include daycare center.
- Any public subsidy going to the site shuld include an affordable housing requirement/component.
- Affordable housing should reflect adjustment in salary % (i.e. not consume any salary % if wt value rises)
- Housing—one level for older-disabled persons, at least 20-30 units
- Have only market price housing on the ford site.
- Market based housing w/ city input for some affordable
- Much should reflect neighborhood -> market rate and some subsidized.
- Ensure that the zoning is inclusionary
- What about child-care(daycare) as benefit to consider—developer build day care facility in housing.
- There should be a mix of market based housing with affordable housing that reflects our city and highland.
- On such a large site there should be deeply affordable units, mixed with market. City needs to be prepared to subsidize to get SOME deep affordability
- Market based housing on site
- Look to best practice models in the US & elsewhere, ideally do so w/o public subsidies. I’m fin w/ density bonuses, just make sure it works for whole blocks/neighborhoods, ect.
- “more affordable” more “city encouragement” is more challenging to developers. Diversify, don’t over concentrate.
- Density bonus is preferred method.