

# FORD SITE

Our 21st Century Community



**November 2019**  
Melvin Carter, Mayor  
Councilmember Chris Tolbert

Presented with





# FORD SITE

## Our 21st Century Community

The Ford Site is a transformational opportunity that will help us build a 21st century community in Saint Paul.

We invested more than a decade of work with our neighbors and entire city to develop our Ford Site Master Plan which envisions a connected, livable, and sustainable asset in Saint Paul for generations to come. Now, following more than a year of collaboration with Minnesota-based Ryan Companies, this vision will be transformed into a 21st century community.

This redevelopment proposal provides the opportunity for us to create a sustainable mixed-use village for residents to live, work, grow and thrive. It retains 50 acres of public space for our community to walk, bike, drive, and play in with a mixture of parks, recreation fields, open spaces, walking paths, waterways and over 1,000 trees.

It provides residential, office and retail opportunities including 3,800 housing units, 265,000 square feet of office space, and 150,000 square feet of retail space. As the site is redeveloped it will create 14,500 construction jobs. Once completed, over a thousand full-time workers will hold jobs on the site. The site will hold Minnesota's largest urban solar array and 100% of site electricity will be from renewable and carbon-free sources.

The proposal will invest \$92 million to build new public parks and infrastructure, realized in part through \$32.2 million in private infrastructure investment and \$53 million in tax increment financing. The site will generate an estimated \$27 million to finance affordable housing across our community, and the ability to fund up to \$115 million for affordable housing and other qualifying capital projects over the next two decades.

Once fully built, the site will generate \$1 billion in added property tax value to our city's current \$23 billion tax base. Most importantly, this redevelopment proposal realizes the vision of a 21st century community for our future that will impact generations to come.



**Mayor Melvin Carter**  
City of Saint Paul



**Councilmember Chris Tolbert**  
Ward 3, City of Saint Paul



The redevelopment of the former Ford Assembly Plant has long represented one of the greatest urban redevelopment opportunities in the Country. Many Ryan team members have been active in the redevelopment conversation for over a decade and we realize the gravity and responsibility that this unique opportunity deserves. We are excited and extremely humbled to arrive at this milestone, advancing a comprehensive and bold redevelopment plan in partnership with the City of Saint Paul.

Getting to this point has required significant effort. We would not be here without the input of Saint Paul residents and stakeholders, City Staff and elected officials, Ford Motor Company, and scores of project partners that have contributed along the way.

We want to thank Mayor Carter and Council Member Tolbert for their commitment to this project and for their consistency of priorities throughout. We have never had to guess about the policy items that have mattered most; delivery of quality parks, open space, and Little League fields, deep focus on sustainability and equity, and an unwavering commitment to affordable housing.

We want to acknowledge the creativity, determination, and passion that City staff has shown throughout this process. Trying to implement such bold goals is challenging, but the commitment from staff has never wavered. We want to thank the area neighbors and stakeholders who have shown up and shared their voices, especially the Highland District Council and all that have participated in numerous committees over the last 11 years.

Finally, for as much work as it has been for us to arrive at this point, we want to remind everyone that this is only the beginning. Implementation of this project will require significant communication and cooperation and we look forward to working together to make this forward thinking 21st-century community a reality.



## FORD SITE HISTORY

The property now known as the “Ford Site” was identified in early Saint Paul city plans for platting into a new residential and commercial area. However, before that development could occur, Henry Ford purchased the land. Ford Motor Company’s long history in Minnesota began in 1912 in a small, converted warehouse in Minneapolis where 100 employees assembled Ford Model Ts with hand tools. As technology evolved, Henry Ford became interested in a much grander vision for production in the Twin Cities.

Working with industrial architect Albert Kahn, Henry Ford began plans for a new, single-level assembly plant, hydropower facility and a steam plant on farm land in Saint Paul. In 1925, Ford Motor Company opened the Twin Cities Assembly Plant (originally for Model T automobiles) in Highland Park.



Over the years, the plant manufactured a series of products, including the Model T, armored cars and light tanks during WWII, the Sportsman convertible, the Galaxie, the LTD, and the Ford Ranger pickup truck. The plant employed up to 2,100 at its peak, providing well-paid jobs to tens of thousands of people over its lifetime. After 84 years in operation, Ford Motor Company closed the plant in 2011 as part of its national restructuring plan.

Ford worked to prepare its 122-acre former assembly for redevelopment. All buildings and foundations were removed, a full environmental investigation was conducted, and Ford remediated the property for the envisioned range of uses under close observation by the Minnesota Pollution Control Agency.

## MASTER PLANNING PROCESS

The City began a community engagement effort in 2007, seeking people’s vision and priorities for the site. This involved a public process which included over 45 public meetings with more than 1,300 attendees and more than 80 presentations to business, civic, and non-profit groups. The big messages heard were:

- **Weave the site into the neighborhood with good connections and amenities**
- **Make it a safe and welcoming place for all ages and incomes to live, work and visit**
- **Provide a wide range of housing options to expand choices in the neighborhood and the city**
- **Minimize traffic impacts and do not overburden surrounding streets**
- **Provide connections to the river and networks for walking and biking**
- **Create a great water feature through the site and down to Hidden Falls**
- **Provide civic space and parks for special events, markets, art, recreation, and leisure**

Eight large public meetings were held to review the key principles and to receive input on how to advance them leading to the release of a plan concept in November 2016. Seven community meetings and 18 stakeholder meetings were held on the concept plan to obtain comments. The Saint Paul City Council adopted the final Ford Site Zoning and Public Realm Master Plan in September 2017.

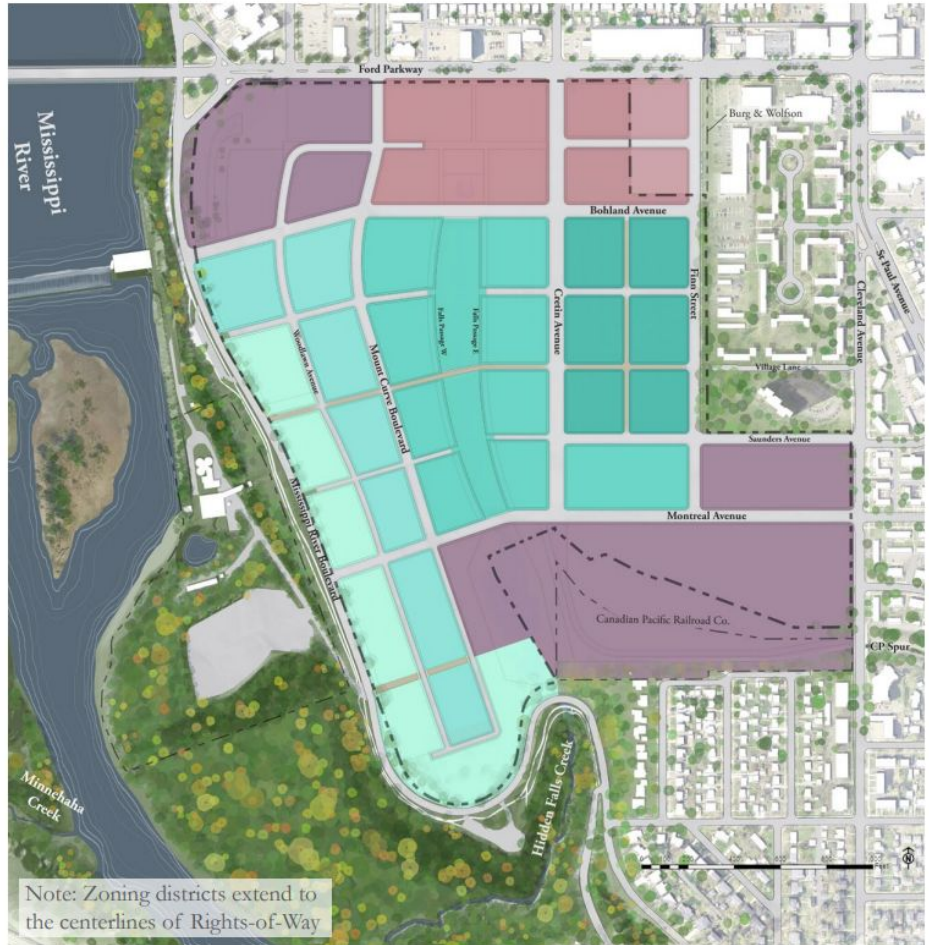


## MASTER PLAN ZONING

The Master Plan identified six zoning districts that guide the type and scale of redevelopment at the site. The zoning districts, labeled F1-F6, are designed for the site and modeled closely on the Traditional Neighborhood zoning districts used in other mixed-use areas of the city. The unique characteristics of the districts are context sensitive to the Highland area and Mississippi River valley, provide a desired mix of uses across the site, incorporate design elements that balance larger building scales with open space to maintain a neighborhood feel throughout the site, and feature standards that address sustainability objectives for lighting, roofing, and energy.

## ZONING DISTRICTS

- River Residential (48' Max)
- Residential Mixed Low (55' Max)
- Residential Mixed Mid (65' or 75' Max)
- Residential Mixed High (75' or 110' Max)
- Business Mixed (75' Max)
- Gateway (65' Max)



## RYAN COMPANIES: MASTER DEVELOPER

In June 2018, Ford announced it chose Ryan Companies, a Minnesota based company, as the Master Developer for the site. As the Master Developer, Ryan used the vision of the Master Plan to guide their redevelopment proposal for the site.

Ryan proposed changes with slightly different land uses that encourage more housing on the southern end of the site and retail and office on the northern portion of the site and small changes to the street grid.

After months of working with the community, key stakeholders, and the City, the Plan was amended by City Council in April of 2019.

# THE VISION FOR OUR 21ST CENTURY COMMUNITY

## **AFFORDABLE HOUSING**

The project will include 3,800 housing units with at least 20% of the units income-restricted affordable housing, per the City's Master Plan.

## **SUSTAINABILITY**

The site will include Minnesota's largest urban solar array and energy from carbon-free renewable sources, positioning the development as a model for neighborhoods in the region and throughout the world.

## **VIBRANT OFFICE & RETAIL DISTRICT**

The site will contain 150,000 square feet of retail and service space and 265,000 square feet of office and employment space. The site will also include a mixture of retailers in a pedestrian friendly environment that will include plazas, ample landscaping, outdoor seating, and pedestrian-only sections.

## **LIVE, WORK, AND PLAY IN OPEN AND PUBLIC SPACES**

The site will provide residents with an environment to live, work, and play in. The site includes 50 acres of open space including parks, recreation fields, open spaces, walking paths, waterways, and over 1,000 trees and plantings. Saint Paul residents will be able to walk, bike, drive, and recreate in 50,000 square feet of civic and institutional space.

## **ROAD, BIKE, AND TRANSIT NETWORK**

The new road network will allow for automobiles to access multiple points of the site. The new bike system will create one of the most bike friendly neighborhoods in the entire state. Space is dedicated for future transit connections along Cretin Avenue.

## **TAX BASE**

Once fully built out, and after the public investment is paid for, an estimated \$18 million per year in new tax revenue will come from the site. This long term impact will increase taxes generated from the site by 1,000%.

## **ECONOMIC DEVELOPMENT**

The value of the infrastructure and buildings is estimated to be in excess of \$1 billion, making it one of the largest private real estate development in Saint Paul's history. This will contribute significantly to the local and regional economy.

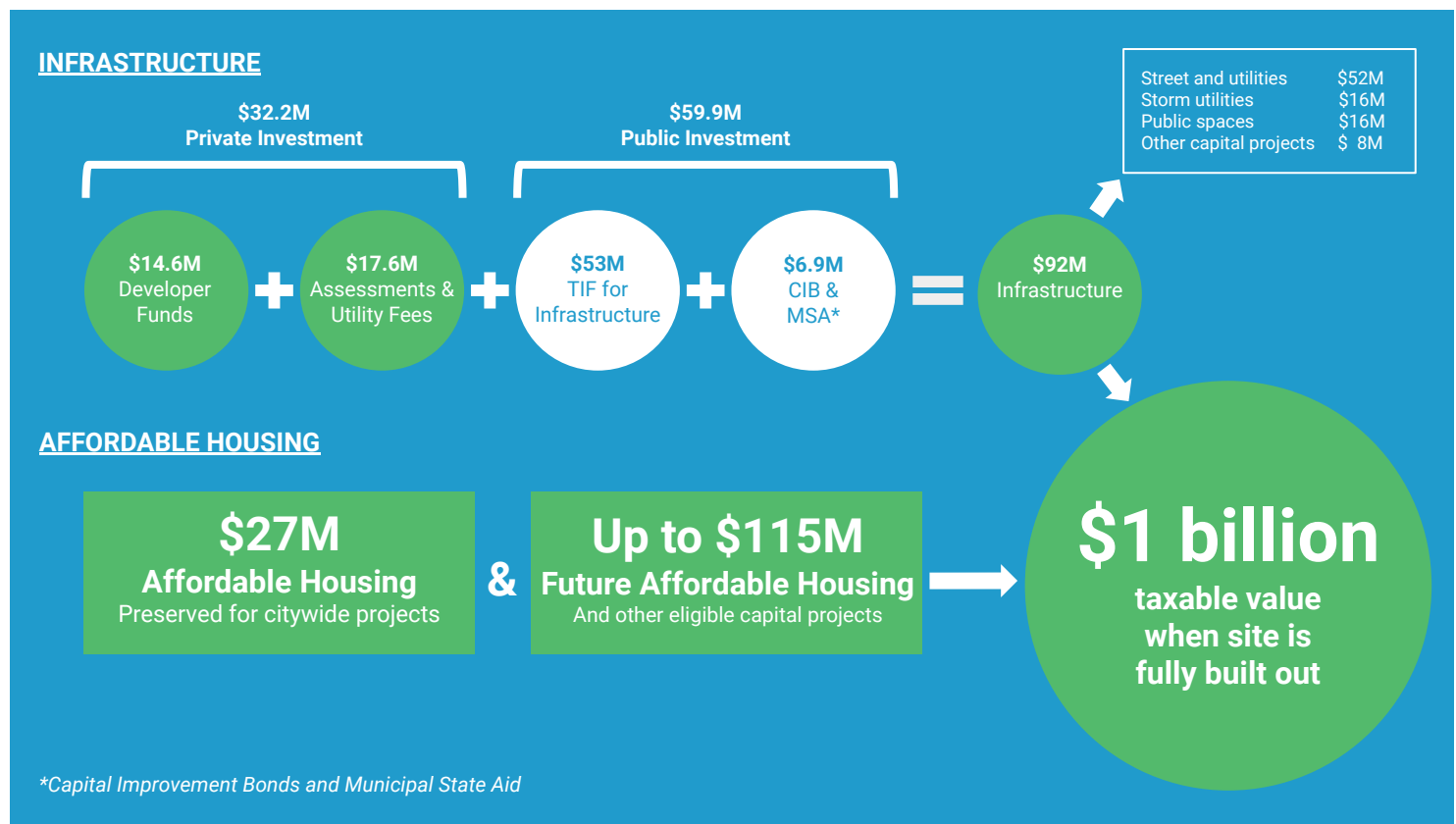
## **JOB**

As the site is redeveloped it will create 14,500 construction jobs. Once completed, over a thousand full-time workers will hold jobs on the site. The commercial construction portions of the project will be executed with building trades affiliated labor. The City will also establish goals for women and minority-owned businesses and hiring for the site.

## REDEVELOPMENT FINANCING

The proposed public investment on the site is set aside for infrastructure and affordable housing to ensure that public funds are used exclusively for public goods. The financing proposal realizes the vision of the Ford Master Plan through deeply affordable housing located throughout the site, public infrastructure connecting the site to the existing neighborhood, an innovative stormwater feature that sustainably manages runoff, and expansive public space. The infrastructure will cost \$92 million and will be financed through a variety of public and private investments. Through the TIF Plan budget amendment, \$27 million will be preserved for citywide affordable housing and up to \$115 million will be preserved for affordable housing in and outside of the site as well as other eligible capital projects.

## FINANCE PLAN



## FORD SITE TAX INCREMENT FINANCING (TIF) DISTRICT

Tax increment financing (TIF) is a financing tool that allows local jurisdictions to capture future property tax increases of real estate improvements over time to pay for present day eligible costs of improvements, such as public infrastructure. In March 2016, the City and HRA established a redevelopment TIF district for the Ford Site and a budget of up to \$275 million in tax increment financing. The establishment of the TIF District preserves the ability to use TIF as a potential financing tool, if needed, to support redevelopment of the site. No commitment for TIF assistance was provided with the HRA approval.

This redevelopment proposal preserves the option to create new affordable housing TIF districts for individual affordable housing projects by taking these projects out of the Redevelopment District and forming new Housing Districts. There is also the option to use excess TIF from the Redevelopment District not needed for qualified redevelopment costs as a source of financing for affordable housing projects.



## AFFORDABLE HOUSING

The site will provide a mix of housing types with single-family, rowhome and multi-family style housing options. It will also provide rental and home ownership options in both market rate and affordable buildings.

The Master Plan calls for at least 20% of total housing units, representing approximately 760 units, to be affordable to households with incomes between 30% to 60% of Area Median Income (AMI) \$30,000 - \$60,000 for a family of four.

Affordable units will be located throughout the site, in a variety of housing types, including affordable homeownership opportunities, and mixed income buildings. Ryan has partnered with CommonBond Communities, Project for Pride in Living and Habitat for Humanity to develop the affordable housing.

At least 10 parcels of land will be set aside and deed restricted for affordable housing developments, including:

### 380 units

affordable to households earning 30% of AMI

### 190 units

affordable to households earning 50% of AMI

### 190 units

affordable to households earning 60% of AMI

## FINANCING FOR AFFORDABLE HOUSING

Affordable housing developments generally require loans and equity investments which provide cash up front to be repaid over time. Income-restricted rents from affordable housing typically will not cover debt service and operations, and as a result, there is often a gap in what financing will be provided by the private market.

There are a number of sources designed to fill that financing gap for affordable housing, including Federal sources like the Low-Income Housing Tax Credit program and Department of Housing and Urban Development programs in addition to state and regional programs.

In Minnesota, Tax Increment Finance revenues can be used for investment in affordable housing either within an established TIF district or pooled to finance affordable housing development anywhere within a city.

Ryan Companies estimates a \$48 million TIF-eligible financing gap for the affordable housing developments on the site. The redevelopment proposal preserves \$27 million for affordable housing financing, and the ability to fund up to \$115 million for affordable housing and other qualifying capital projects over the next two decades.

## AREA MEDIAN INCOME

The Area Median Income (AMI) is the midpoint of a region's income distribution – half of families in a region earn more than the median and half earn less than the median.

Affordable housing units carry an income limit which is set relative to a percentage of area median income. Based on current income guidance from the Department of Housing and Urban Development (HUD), affordability for a family of four renting a two-bedroom unit would be as follows:

**30% AMI:** maximum annual household income of \$30,000, rent of \$675

**50% AMI:** maximum annual household income of \$50,000, rent of \$1,125

**60% AMI:** maximum annual household income of \$60,000: rent of \$1,350





## SUSTAINABILITY

The redeveloped site will advance economic, environmental and social sustainability. It will be a livable, mixed-use and mixed-income neighborhood that looks to the future with clean technologies and high quality design for energy, buildings and infrastructure.

### GREENSPACE AND PUBLIC SPACE

The site will have 50 acres of open public spaces including recreation fields, parks, civic space, pedestrian-only zones, and the central water feature.

### BUILDING & SITE ENERGY

All buildings on the site will meet the Sustainable Building 2030 policy, meaning that the energy the buildings use over time will create 80% less carbon emissions compared to standard construction in 2005. All electricity provided on the site will be from 100% renewable sources and carbon free. There will be at least 100 new electric charging stations, and electric carshare vehicles will be available on the site.

### PLANTINGS AND VEGETATION

The site will have over 1,000 trees in green spaces and widened boulevard plantings. All plantings will be non-invasive species with a significant portion being native plantings.

### STORMWATER

The site's stormwater will be collected onsite for treatment, preventing direct runoff to the Mississippi River. The innovative central water feature captures 75% of this water and creates an iconic and usable amenity that not only treats the stormwater but also restores more predictable flows to Hidden Falls, while reducing surge flows by 98%. In addition, landscaping will use 50% less water than a traditionally irrigated site.

### TRANSPORTATION AND PUBLIC REALM

The redevelopment proposal promotes a mixture of uses. It balances walking and biking with auto use, allowing future users and residents many options. 50% of the building entries are within a quarter mile of existing transit services. Cretin Avenue is a designated transit corridor through the site and Metro Transit will evaluate and provide increased transit service as the site develops. There are over 5 miles of bicycle and pedestrian trails throughout the site.

**50 acres of green space  
with 1,000 new trees**

**100% of electricity from renewable  
and carbon-free sources**

**Minnesota's largest urban solar array**



### CONSTRUCTION WASTE

75% of all construction waste will be recycled.

### SOLAR ARRAY

100% of residential buildings will be solar ready. The redevelopment will house the largest urban solar array in Minnesota.

### SITE CLEAN UP

As a former auto manufacturing plant on industrially zoned land, Ford Motor Company was legally obligated to clean the site to industrial standards. At the city's request, Ford Motor Company instead chose to clean up the main parcel to residential standards, at no cost to the city.

The Minnesota Pollution Control Agency (MPCA) monitored all clean up activity and testing at the site. Ford Motor Company chose to do significantly more testing than legally required to, and will also remain liable and responsible for any potential contamination they may have left behind. In 2019 the MPCA approved the completion of the cleanup and certified that the site had been cleaned to, and was safe at, residential standards.

## OPEN AND PUBLIC SPACES

### PARKS AND OPEN SPACES

Saint Paul's Parkland Dedication Ordinance requires that all new developments larger than an acre dedicate 9% of the property to public parks or an equivalent financial contribution. The site will have 50 acres of open space including 10 acres of new parkland space.

### PRIVATELY MAINTAINED PUBLIC SPACE

The site will provide additional open space that is privately maintained and accessible to the public, including 10 acres of non-park open space. The site includes civic areas that can be used for gatherings, as well as the central storm water feature with surrounding paths. These spaces will be available for public programming and events.

### BALLFIELDS

The two northern baseball fields operated by Highland Ball will remain, and continue to be operated and maintained by Highland Ball. The land for the ballfields will be legally restricted for use only as ballfields. In the future, if Highland Ball does not continue to operate the ballfields, the land will become city planned to ensure it remains undeveloped land and open space.



**50 acres of open space**

**10 acres of new parkland space**

**5 acres of central storm water paths**

**5 acres of Highland Ballfields**

**2 acres of civic square space**





## INFRASTRUCTURE

### PUBLIC INFRASTRUCTURE STREET GRID

The site will have a comprehensive street grid that connects seamlessly to surrounding neighborhood.

### BIKE AND PEDESTRIAN INFRASTRUCTURE

There are over 5 miles of dedicated bike and pedestrian trails for non vehicular connectivity throughout the site.

### ENVIRONMENTAL REVIEW

The development proposal underwent a full environmental analysis as part of the Alternative Urban Areawide Review (AUAR). A detailed transportation study was conducted to review transportation access to and from, as well as within, the site, as well as identifying tactics to mitigate any potential concerns.

The AUAR concluded that the surrounding transportation network is able to support the redevelopment proposal. The AUAR transportation study and analysis also identified certain traffic improvements that may be implemented over time to address future traffic impacts that could occur as a result of redevelopment within the AUAR study area.

### PUBLIC AMENITIES

The site is currently without public amenities and infrastructure. This development will provide for stormwater management, streets, sidewalks, traffic signals and signage, lighting, sewer, and other utilities.



## ECONOMIC DEVELOPMENT

### TAX BASE

Once fully built out, and after the public investment is paid for, it is estimated that over \$18 million per year in new tax revenue will come from the site. This long term investment will increase current taxes generated from the site by over 1,000%.

### ECONOMIC DEVELOPMENT

The new value of the infrastructure and buildings is estimated to be in excess of \$1 billion, making it one of the largest private real estate investment in Saint Paul's history. This will contribute significantly to the local and regional economy.

### JOBS

As the site is redeveloped it will create 14,500 construction jobs. Once completed, over a thousand full-time workers will hold jobs on the site. The commercial construction portions of the project will be executed with building trades affiliated labor. The City will also establish goals for women and minority-owned businesses and hiring for the site.



**\$1 billion in added property tax value**

**14,500 construction jobs**

**1,300 total jobs expected on site once developed**





[www.StPaul.gov/Ford](http://www.StPaul.gov/Ford)