

## Upper Harbor Terminal | Equitable & Resilient Inclusive Development Decision Matrix

Key Value/Theme	CPC Priority <sup>1</sup>	Objectives & Success Measures	Source(s) & Reference(s)
1. Economic Inclusion, Jobs, and Careers		<p><b>a. Living wage job creation with a goal of hiring and retaining residents within the priority area<sup>2</sup>.</b></p> <ol style="list-style-type: none"> <li>Number of jobs in Upper Harbor Terminal businesses by hourly wages and/or annual salaries</li> <li>Number of jobs that offer healthcare benefits to employees</li> <li>Number of jobs that offer career ladders</li> </ol>	<ul style="list-style-type: none"> <li>City of Minneapolis Strategic &amp; Racial Equity Action Plan</li> <li>Northside Green Zones</li> <li>EcoDistricts</li> <li><a href="#">United Way Asset Limited, Income Constrained, and Employed (ALICE)</a></li> </ul>
		<p><b>c. Integration of uses supportive of sustainable urban food systems ensuring community access</b></p> <ol style="list-style-type: none"> <li>Number of food system-based businesses and spaces for urban food systems that have access and ownership by people and entities from the priority area</li> <li>Require set aside of 10,000 SF of seasonal and year-round space to be available for local vendors and makers to grow, produce and distribute healthy affordable food at UHT</li> </ol>	
		<p><b>d. Black, Indigenous, and People of Color people participate in the redevelopment through contracts or employment</b></p> <p><b>e. The City has a goal to increase the percent count of and spend with racially and ethnically diverse for-profit suppliers across all City of Minneapolis departments that was put in place by the City's Strategic &amp; Racial Equity Action Plan (SREAP). This objective will be aggressively pursued with the UHT project.</b></p> <ol style="list-style-type: none"> <li>Percent utilization with African American-, Hispanic American-, and Native American-owned suppliers on professional/technical contracts, by industry</li> <li>Percent availability of African American-, Hispanic American- and Native American-owned bidders on professional/technical contracts, by industry</li> </ol>	
2. Disrupting Gentrification and Displacement	#1	<p><b>a. Increase the residents and owners at Upper Harbor and in the priority area<sup>3</sup> who are stably housed as renters and owners in safe, habitable, affordable, secure, stable, and respectful homes until they choose to leave.</b></p> <ol style="list-style-type: none"> <li>Count and percent of eviction filings and judgements for Upper Harbor Terminal residents</li> <li>Count and percent of Notices to Vacate or other communication directing Upper Harbor Terminal residents to move</li> <li>Frequency of voluntary and involuntary relocations for Upper Harbor Terminal residents</li> <li>Number of service requests made to Regulatory Services by Upper Harbor Terminal residents</li> <li>Upper Harbor Terminal households living at or below the ALICE threshold by race and ethnicity</li> <li>Upper Harbor Terminal households with children living at or below the ALICE threshold by race and ethnicity</li> </ol>	<ul style="list-style-type: none"> <li>Anti-Displacement Policy Network</li> <li>GARE Equitable Development Framework</li> <li>City of Minneapolis Strategic &amp; Racial Equity Action Plan</li> <li><a href="#">United Way Asset Limited, Income Constrained, and Employed (ALICE)</a></li> </ul>
		<p><b>b. Commercial ownership opportunities are developed and have levels of affordability for current entrepreneurs and business owners from Black, Indigenous and People of Color communities, particularly from the priority area.</b></p> <ol style="list-style-type: none"> <li># of businesses owned by people living in the priority area by race and ethnicity</li> </ol>	
		<p><b>c. Residential ownership opportunities are developed and have levels of affordability for current residents at risk of displacement, particularly from the priority area.</b></p> <ol style="list-style-type: none"> <li># of housing units affordable at 50% AMI or below</li> <li>Housing preference policy is in place for Minneapolis residents at risk of displacement</li> </ol>	
		<p><b>d. Anticipate and prevent involuntary displacement of current residents, businesses, and community organizations within a half mile radius as development begins.</b></p> <ol style="list-style-type: none"> <li>Frequency of voluntary and involuntary relocations for Upper Harbor Terminal residents</li> <li>Lease hold improvements and burdening costs for Upper Harbor Terminal business owners and entrepreneurs</li> <li>Residential and commercial affordability is maintained over the life of project</li> </ol>	

<sup>1</sup> Prioritization reflects feedback from survey of CPC members with 11 responding. "Racial equity and justice" was identified as the #2 priority and is not called out separately as it is a central theme across all values in the UHT Equitable and Resilient Development Matrix. The value "Economic Inclusion, Jobs and Careers" was not included in the options to prioritize and is, therefore, not reflected in the prioritization. It is a core value in the UHT Concept Plan along with the City's priorities and goals overall.

<sup>2</sup> Priority areas are limited to 55405 north of Bassett Creek, 55411, 55412, and 55430 south of 53<sup>rd</sup> Avenue North

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3. Environmental Justice and Sustainability	#3	<p><b>a. Increase native vegetation and protect natural, open, green, and pollinator habitat</b></p> <ol style="list-style-type: none"> <li>1. 25% of the project site area (excluding the building footprints) should be planted using native species (B3)</li> <li>2. Include in the project design appropriate habitats, including both food and shelter, of relevant species that use the Mississippi River as a major bird migratory flyway, nesting habitat, or stopover feeding areas (B3)</li> </ol>	<ul style="list-style-type: none"> <li>• Northside Green Zones</li> <li>• 21<sup>st</sup> Century Development Matrix</li> <li>• EcoDistricts</li> <li>• RiverFIRST</li> <li>• Milan Urban Food Policy Pact</li> <li>• Minneapolis Climate Action Plan</li> <li>• <a href="#">Building Benchmarks and Beyond (B3 Version 3.1)</a></li> <li>• City of Minneapolis Health Department</li> </ul>
		<p><b>b. Increase access to the Mississippi River</b></p> <ol style="list-style-type: none"> <li>1. The project design must include appropriate connections between the Mississippi River and to any existing or planned bike path, walking path, Department of Natural Resources or birding trail (B3)</li> <li>2. Provide protected, engaging and inclusive design of pedestrian and multimodal connections across I-94, reconnecting the rest of North Minneapolis to the Mississippi River.</li> </ol>	
		<p><b>c. Improve environmental conditions in North Minneapolis</b></p> <ol style="list-style-type: none"> <li>1. Site Water Cycle Requirement: The project site shall manage a minimum of 85% of the storm water onsite as evaluated using the Minnesota Impact Design Standard (MIDS) calculator and based on an annual evaluation (B3)</li> </ol>	
		<p><b>d. Improve air quality and livability in North Minneapolis</b></p> <ol style="list-style-type: none"> <li>1. Reduce registered criteria pollutants in North Minneapolis by 25% by 2025 (Health Department)</li> </ol>	
		<p><b>e. Increase access to healthy affordable food by supporting local systems of growing, production and distribution</b></p>	
		<p><b>f. Use of clean energy and electricity produced from local renewable energy sources</b></p> <ol style="list-style-type: none"> <li>1. Provide 100% of the sites building energy needs with renewable energy (B3)</li> <li>2. Provide 50% or more of the sites building energy needs from onsite local renewable energy (B3)</li> </ol>	
		<p><b>g. Significantly improve the energy efficiency of commercial, residential and public buildings</b></p> <ol style="list-style-type: none"> <li>1. Meet SB 2030 Energy Standards which calls for new buildings beginning in 2020 to 80% more efficient than the average building baseline (B3)</li> <li>2. Establish a goal for the entire project site to be net zero carbon emissions or carbon negative</li> <li>3. Sustainability certification (i.e. LEED for Cities and Communities)</li> </ol>	
		<p><b>h. Lower energy costs to business owners who relocate to Upper Harbor Terminal.</b></p> <ol style="list-style-type: none"> <li>1. Provide access to no or low-cost Home Energy Squad to 50% of the homes in these zip codes by 2025.</li> <li>2. Enroll 50% of multifamily building efficiency program sponsored by Xcel Energy and CenterPoint Energy</li> <li>3. Energy burden for BIPOC residents is only 3-4% of income (average for MN).</li> </ol>	
4. Affordable Housing	#4	<p><b>a. Decreased racial disparities in housing cost burdens in the priority area over 5-10 years.</b></p>	<ul style="list-style-type: none"> <li>• City of Minneapolis Strategic and Racial Equity Action Plan</li> <li>• Northside Green Zones</li> <li>• EcoDistricts</li> <li>• Anti-Displacement Policy Network</li> <li>• Upper Harbor Terminal Concept Plan</li> </ul>
		<p><b>b. Increased inventory of affordable housing and environmentally high-quality housing in North Minneapolis that is attainable by current residents of the priority area.</b></p> <ol style="list-style-type: none"> <li>1. 40% of units built to be affordable to people earning an income at or below 60% AMI</li> <li>2. # of housing units affordable at 50% AMI or below</li> </ol>	
		<p><b>c. Increased number of residents of the priority area and low-income people who are in long-term attainable homes</b></p>	
		<p><b>d. Reduction in cost burdened households, particularly for people of color, Indigenous women, seniors, workforce, marginalized LGBTQ people and women of color, and other women who are most burdened.</b></p>	
		<p><b>e. Housing is available to meet a diversity of dwelling needs including single family, multi-family, apartment, student, multigenerational, life-cycle, supportive, and transitional housing</b></p>	
		<p><b>f. Housing is close to facilities that offer a complete set of daily needs</b></p>	

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5. Wealth Creation & Community Ownership	#2	a. Housing and commercial ownership opportunities for people from Black, Indigenous, and People of Color communities in the Upper Harbor Terminal redevelopment	<ul style="list-style-type: none"> <li>EcoDistricts</li> <li><a href="#">United Way Asset Limited, Income Constrained, Employed</a></li> </ul>
		b. Increased participation from entrepreneurs from Black, Indigenous, and People of Color communities in construction and service contracts	
		c. Increase the number of Minneapolis-based businesses owned by Black, Indigenous, and People of Color; and increase businesses with Black, Indigenous, and People of Color ownership that are still in business after 5 years <ol style="list-style-type: none"> <li>Annual number of new Minneapolis-based businesses that interact with the City, disaggregated by owner race or ethnicity</li> <li>Number/percent of Minneapolis-based businesses that interact with the City still in business, by owner race/ethnicity</li> <li>Count/percent and reason for all business-related contacts with City or our intermediaries, by business owner race/ethnicity</li> <li>Count/percent of issues solved, and how solved, by business owner race/ethnicity.</li> <li>Relationship management indicators, by business owner race/ethnicity</li> <li>Database entries of Black, Indigenous, and People of Color-owned businesses</li> <li>Reported annual revenue of businesses at UHT</li> </ol>	
		d. Income and racial inequalities are reduced through workforce agreements, high quality job opportunities, and careers pathways	
		e. Land trust models are evaluated and implemented where feasible	
		f. Commercial space is attainable and affordable to Black, Indigenous, and People of Color communities.	
		g. Innovative community ownership models will be implemented	
		h. The site is designed to support wealth creation through the exploration and implementation of circular economy models	
		i. Innovative solutions, such as an anaerobic digester, integrated utility hub, modular construction manufacturing, robotics, 3D printing, and biochar and/or similar solutions, directly benefit and employ job creation, wealth creation, community ownership strategies	
		j. Revenues in energy generated from public infrastructure benefit the immediate community and public first	
		k. Naturally occurring affordable housing and commercial stock is preserved in the UHT area	
		l. Community ownership models are explored	
		6. Mobility, Public Space and Infrastructure	
b. Existing structures are assessed for integrity, placement, feasibility in redevelopment.			
c. Dedicated walking trails, parks, plazas, squares, recreation areas			
d. Innovative public realm that is designed to include elements that encourage human/nature connection			
e. Public safety is enhanced			
f. All transportation, roads and non-building infrastructure must be modes universally accessible to the public.			
g. Shared mobility and multimodal options are increased			
h. Reduce vehicle miles traveled in Minneapolis while improving accessibility and building walkable, safe, and growing neighborhoods that meet the needs of all residents. Sustainable transportation solutions are integrated			
i. All interior spaces programmed to accommodate public need, prioritizing residents of the priority area			
j. Communal space supports functional needs of built environment, focused on the immediate neighborhood			
k. Project is designed to create human-scaled places			
l. Provides access to, and will not diminish the quality of fresh air, sunlight and natural waterways			
m. Public spaces are accessible to all			
n. Design cutting-edge infrastructure that enhances the objectives in Section 3.			

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Collaborative Planning Committee Discussion Worksheet			
Column A includes points of advisement for the CPC in relationship to the Upper Harbor Terminal redevelopment project. This worksheet is designed to support your analysis as you review potential design models, data and other reference points presented by the City of Minneapolis, the development team and others.			
Recommendation Points	Rationale	Proposed Strategies	What do I believe the CPC should recommend?
<b>A. Overall Site Layout</b>			
1. Confirm layout of Northern Parkway Location	N/A	Modified the concept plan to shift the northern portion of the parkway adjacent to the park parcel and create a consolidated park.	FIXED
2. Confirm size and location of the park & development parcels.	N/A	Development parcel sizes were set based on maintaining 19.5 acres for the park and ensuring sufficient ROW for Phase I infrastructure including streets, parkway, utilities, stormwater and power line.	FIXED
3. Confirm alignment of proposed Xcel powerline.	N/A	Powerline alignment was adjusted to a “long span” design based on the Minneapolis Park and Recreation Board request to minimize power poles within the park. Pole was set at the far southern edge of the park and then spans to the northwest corner of Parcel 3 before heading south on the original alignment.	FIXED
<b>B. Public Infrastructure</b>			
1. Design of streetscape including stormwater management, bike and pedestrian facilities			
2. Improvements to promote increased connectivity to the site and access across I-94			
3. Additional public improvements to be completed by the City on southern half of the site (parkway and a second access point at 33 <sup>rd</sup> Ave N)			
4. Additional park improvements to extend the linear trail connections and restored riverbank through the southern half of the site			
<b>C. Outdoor Music Performance Venue</b>			
1. Design of the facility		<ul style="list-style-type: none"> <li>Moved the proposed location of the Venue to Parcel 3 to remove potential conflicts between the facility and the park.</li> <li>Design Team will include LSE, SHOP, and Coen + Partners</li> <li>Convene an advisory group of community members to facilitate a public process to evolve the design of the venue.</li> <li>Work with Juxtaposition Arts to create permanent and temporary art installations at the venue that reflect the past, present, and future of the Northside and the site.</li> <li>Venue will meet B3 Guidelines and pursue LEED Certification</li> <li>Collaborate with MWMO to incorporate innovative stormwater solutions</li> <li>Utilize on-site solar power generation or community solar garden.</li> </ul>	

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Recommendation Points	Rationale	Proposed Strategies	What do I believe the CPC should recommend?
<b>C. Outdoor Music Performance Venue</b>			
2. Community programming that uplifts Black, Indigenous, and People of Color communities of all ages, including with employment		<ul style="list-style-type: none"> <li>• Create a Youth Advisory Committee to advise First Ave. on use and design of venue and provide stipends</li> <li>• Convene a community working group of to provide input and accountability mechanisms for the development of free community events</li> <li>• Feedback from North Minneapolis residents will inform artist selection for some performances and events</li> <li>• Free space for programming will be provided to the community when the venue is not in use.</li> </ul>	
3. Size and scale (within 7,000-10,000-person capacity)		<ul style="list-style-type: none"> <li>• Create site plans for 7,000 and 10,000-person capacity venues for review</li> <li>• Present financial impacts &amp; proposed community benefits for both 7,000 and 10,000-person capacity venues</li> </ul>	
4. Community governance structure for programming oversight		<p>“Sandwich Structure” with First Ave as Venue operator, City of Minneapolis with the “Controlling Real Estate Interest” and one of two entities that would have the “Fee Title Interest” (Owner of the Land):</p> <ul style="list-style-type: none"> <li>• First Ave Controlled Entity (FACE): First Ave has 51% controlling interest of either a community board or of shares of an entity</li> <li>• TBD Community Entity: A To-Be-Determined community entity would be formed to be the entity that would hold the ground lease; this could be a CDC, Land Trust, or other structure, but the entity would need to be created and approved by the City of Minneapolis before the grant agreement with the State was signed</li> </ul>	
5. Development of employment opportunity process including potential partners for job training programs		<ul style="list-style-type: none"> <li>• <b>Launched a Career Pathways: Music and Theater Industry Career Development Initiative that brings together venues, unions, schools and community orgs to expose youth to music in schools, provides training in the field, and partners with venues to offer apprenticeship and mentorships (Dec 2019 Launch)</b></li> <li>• Venue will generate 559 initial construction jobs &amp; 269 operations jobs at the venue</li> <li>• Implement First-Hire Procedures for current Northside residents at all levels</li> <li>• Hire up to 70 Step-Up interns/year for entry level positions that will provide both employment and exposure to careers in music (carpentry, electrical, sound mixing, accounting, marketing)</li> <li>• Give priority to Northside businesses for any venue contracting, e.g., food and beverage services, security, textile and poster printing, operation of on-site market</li> <li>• Implement Intentional Contractor Capacity Development practices – partnering large contractors with smaller to provide technical support and mentoring on bidding and subcontracting for new MBE/WBE businesses</li> <li>• Develop scopes of work in ways that allow local MBE/WBE businesses to win contracts</li> <li>• Establish goals for on-site construction hours for pre-apprentices</li> <li>• Once partner is identified, add venue-specific job training curriculum for: Carpentry, electrical, IT, financial services, marketing, web design, sound &amp; lighting</li> </ul>	

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Recommendation Points	Rationale	Proposed Strategies	What do I believe the CPC should recommend?
<b>D. The Community Hub</b>			
1. Size and general design of the building (one large building consolidating HUB uses or smaller HUB uses spread throughout the project).	<i>The answer to this question drives both the timing of the HUB, the selection of its potential community sponsor(s), and how to plan for the balance of the first floor uses on the site.</i>		
2. Mix of uses to be included in the HUB.			
3. Recommendation on community partner(s) and organizational structure.			
<b>E. Ground Floor Active Uses and Community Partner</b>			
1. What is the right amount of ground floor active uses in addition to potential HUB uses?			
2. What are the potential uses and/or tenants that should be considered?			
3. Ownership structure including potential for community control and/or ownership			
4. Development of employment opportunity process			
<b>F. Production/Manufacturing/Office Uses</b>			
1. Size, character and general design of the production buildings	<i>Should buildings be designed with ultimate flexibility to accommodate a wide variety of users or should smaller buildings be used? Should view corridors along 35<sup>th</sup> be preserved?</i>		
2. Should buildings be limited in size to preserve view corridors or should the buildings be designed to be of a size that creates flexibility for a wide variety of uses?			

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<b>F. Production/Manufacturing/Office Uses</b>			
3. Should the Jobs parcels focus on creating immediate jobs with companies that will meet the community benefit requirements or should we prioritize finding tenants in specific industries even if it takes longer?	<i>If the answer is prioritizing immediate jobs, then the development team could build on spec with the goal of finding a tenant who can meet the community benefit requirements and deliver jobs quickly. If the recommendation is to pursue specific industries, then the development team will work on recruiting specific tenants for a future build to suit.</i>		
4. Development of employment opportunity process			
<b>G. Residential Uses</b>			
1. Is the proposed number of affordable units and unrestricted units the right mix?	<i>The answer to this question has deep implications on how quickly the housing developments can be delivered as well as the overall subsidy required.</i>		
2. What is the right timing and phasing for the housing developments?			
3. What is the appropriate size & general design for the riverfront housing parcels?	<i>The answers to these questions have impacts on the amounts of affordable housing that can be provided as well the overall design of the mixed use buildings along Dowling.</i>		
4. What is the appropriate size & general design for the Dowling housing parcels?			
5. Development of housing preference for area residents			
6. Ownership structure including potential for community control and/or ownership			
<b>H. Hospitality Mixed-Use</b>			
1. Types of hospitality uses preferred, size and general design of building	N/A	<ul style="list-style-type: none"> <li>Developer is no longer pursuing Hotel use as part of the project due to market feasibility and community feedback.</li> <li>Some component of hospitality uses could be incorporated into Venue</li> </ul>	FIXED