

# Upper Harbor Terminal Phase 1 Redevelopment Request for Qualifications



upper~harbor

RFQ issued on behalf of the  
joint initiative of City of Minneapolis and Minneapolis Park and Recreation Board by:

City of Minneapolis – Community Planning and Economic Development

105 Fifth Avenue South, Suite 200; Minneapolis, MN 55401

[CPED Department web link: www.minneapolismn.gov/cped](http://www.minneapolismn.gov/cped)

**Mandatory meeting/site tour: August 31, 2016**

**Submissions due: October 14, 2016**

Contact for issues specific to this RFP:

Ann Calvert at [ann.calvert@minneapolismn.gov](mailto:ann.calvert@minneapolismn.gov)

# Contents

An Invitation.....	3
I. Overview of Opportunity, Process and Timeline.....	5
Opportunity being offered:.....	5
Process and timeline:.....	7
Background information.....	7
II. What We Want to Achieve: Characteristics of Success.....	9
III. Relationship Being Offered and Desired Coordinated Plan Outcome.....	11
Exclusive rights agreement.....	11
Phase 1 coordinated development planning process.....	11
Community engagement.....	12
Phase 1 Coordinated Plan contents.....	12
Redevelopment agreements.....	12
IV. RFQ Schedule and Submission Content Requirements.....	13
Tentative schedule (subject to revision).....	13
Pre-submission meeting and info.....	13
Submission contents for Master Developer status.....	13
Submission contents for Potential Development Partners interested in less than entire Phase 1 ...	16
Where, when and how to make a submission.....	16
V. Evaluation Process and Criteria.....	17
Evaluation process.....	17
Evaluation criteria.....	18
EXHIBIT A -- Form of Consent for Release of Response Data.....	19

## Appendices:

- [Appendix 1](#) Site information, including image gallery links
- [Appendix 2](#) Planning background references
- [Appendix 3](#) Financial information, and resources available
- [Appendix 4](#) City contracting requirements

# upper~harbor

## An Invitation

For decades the City of Minneapolis and the Park Board have sought to redefine the relationship between Minneapolis and the Mississippi River. Nowhere is this transformation more critical than along the industrialized waterfront that runs through the northern half of the city. With the recent end of barge traffic to the upper river, a new opportunity is opening on key riverfront land.

We invite qualified and creative real estate developers to consider being a part of the rebirth of the Upper Harbor Terminal site. The City of Minneapolis and the Minneapolis Park and Recreation Board are collaborating to redevelop this 48-acre multi-modal shipping terminal into a combination of riverfront park and private development. Through this Request for Qualifications, our goal is to select a development team with whom we can create a coordinated plan for private and park development. The selected team will be offered the opportunity to enter into an exclusive rights agreement to collaboratively design a plan for, at minimum, the northern half of the site, with the eventual goal of the developer implementing the private development portions of that coordinated plan.

Redevelopment of this site is also a high priority for us because of the potential it offers to address some of the long-standing disparities evidenced in the quadrant of Minneapolis where this site is located. The project will include creating significant park and destination amenities to put the Northside on par with other areas of the City. In addition, new businesses and/or residential development can enhance the Northside's vitality. Work along the upper river follows upon the highly successful redevelopment of the central riverfront near downtown Minneapolis, which has seen more than \$2 billion in private investment in the last few decades. Minneapolis is an economically resilient City with tremendous innovation found within its rich and diverse culture.

The Upper Harbor Terminal is the largest City-owned redevelopment site in Minneapolis. A 48-acre opportunity may never come again along the river. What happens here may set the stage for the future of development and public spaces. We hope you are as inspired by this project as we are, and we look forward to receiving your submission.

The Honorable Betsy Hodges, Mayor  
City of Minneapolis



The Honorable Anita Tabb, President  
Minneapolis Park & Recreation Board



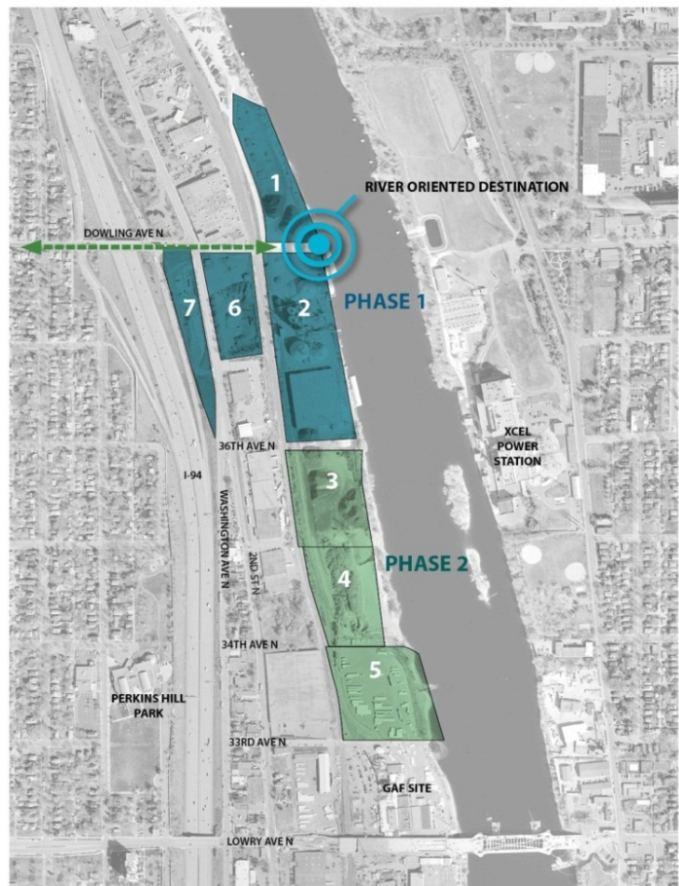


## I. Overview of Opportunity, Process and Timeline

Minneapolis is in the midst of a real estate boom that is transforming the city's skyline and defining its trajectory. Fundamental to Minneapolis' future is transformation of the Mississippi River corridor through the northern half of the city. For over a decade, the City of Minneapolis and its partner, the Minneapolis Park & Recreation Board (MPRB), have engaged the community to envision the future of 48 acres of public riverfront known as the Upper Harbor.

The essential ingredients are now in place to realize an exciting combination of new development and parkland at the Upper Harbor. As such, the City and MPRB seek an innovative and experienced development partner and their support team to formulate and implement a bold development plan for phase 1 of the Upper Harbor. Together, the City, MPRB and development team will build from past visionary efforts such as the *Above the Falls Master Plan Update* and RiverFirst to establish a development and park strategy to be implemented in coming years.

While the focus of this RFQ is for this Phase 1 portion of the site, the City and MPRB also are open to inclusion of the southern, Phase 2 portion of the site if the selected development team has the capacity and a compelling larger vision.



### **Opportunity being offered:**

The developer selected through this RFQ process will be offered the opportunity to be named "Master Developer" for phase 1 of the Upper Harbor and enter into an exclusive rights agreement with the City and MPRB. The Master Developer (which term includes its support team) will be expected to participate with the City and MPRB in a process to reach agreement upon a coordinated redevelopment and park plan, development program, pro forma and implementation strategy (the "Coordinated Plan"). Agreement on a Coordinated Plan that also engages the community (with the engagement managed by City/MPRB) will establish the basis for future development agreements between City and Master Developer and determine the implementation responsibilities of each of the three partners.

The approach of selecting a development team based on qualifications and subsequently involving the selected team in a collaborative process to prepare the Coordinated Plan is purposeful. It is being used because there are complicated questions and unique opportunities at the Upper Harbor that warrant all parties acting in unison at the creative table, working together to prepare the best development and park plan. This is in contrast to the traditional RFP approach of the developer preparing its proposal in isolation and submitting it for review and hoped-for acceptance. The result of this RFQ process will be a Coordinated Plan that is visionary, implementable and understood/embraced by the community.

In response to this RFQ, developers are asked to assemble and identify a support team consisting of expertise necessary to assemble a development proposal. The Master Developer's support team should at least include landscape architecture, architecture, civil engineering, stormwater engineering, finance and real estate. As part of the coordinated planning process (after developer selection) the design expertise of the support team is expected to prepare alternative development and park plans for any aspect(s) of the developer's proposed initial development program that do not receive clear City, MPRB and community support. With City, MPRB and community input, these alternatives then will be refined to a single, preferred plan detailed to the schematic design level. For this reason, it is important for the design team to be experienced with public realm/park design and community engagement in addition to the range of expertise demanded by private-sector development. Upon completion of the coordinated planning process, the City and/or MPRB may choose, but are under no obligation, to contract with the design team for continuing design of site improvements that fall under their jurisdictions.

The Coordinated Plan process also will include feasibility evaluations, cost estimating and negotiation of an implementation strategy outlining the roles the three parties will play in implementation and the overall business terms for their relationships.

Upon approval of the Coordinated Plan by the City and MPRB, the Master Developer will be offered the opportunity to enter into a redevelopment agreement with the City outlining the terms upon which the Master Developer will acquire from the City the portions of the Phase 1 site identified for private development. (It is anticipated that a companion agreement relative to conveyance of the parkland will be entered into between the City and MPRB.)

Qualified developers who may not have the interest in or capacity to develop all of the Phase 1 private development site(s), but who are interested in some aspect of that overall development also may use this process to indicate their interest. Information about these interested parties will be shared with the selected developer, but with no requirement that the selected developer must work with any party.

In the event that the RFQ process does not result in selection of an overall Master Developer for the entire site, this aspect of the RFQ process also may be used by the City and MPRB to identify a group of developers who may, as a group, be able to do all of the Phase 1 private development in lieu of an overall Master Developer.

**Process and timeline:**

**(See Sections IV. And V. for more detail)**

A mandatory on-site pre-submission meeting will be held:

**Wednesday, August 31  
9:30 am, Central Daylight Time**

RFQ submissions from interested parties will be due:

**Friday, October 14  
4:00 pm, Central Daylight Time**

A City/MPRB staff team will review the submissions to identify the teams that meet the minimum criteria in the RFQ, and community input will be sought on that short list of teams. A Recommendation Committee then will make a recommendation to the City and MPRB elected officials as to which team should be selected. The selection will be based upon the development team’s qualifications and capacity as a developer and experience in developments of the scale, scope and type that are similar to what is visualized for the UHT site, as well as the viability and potential of the team’s initial development program, timeline and financing. The goal is for this selection to be completed by early 2017.

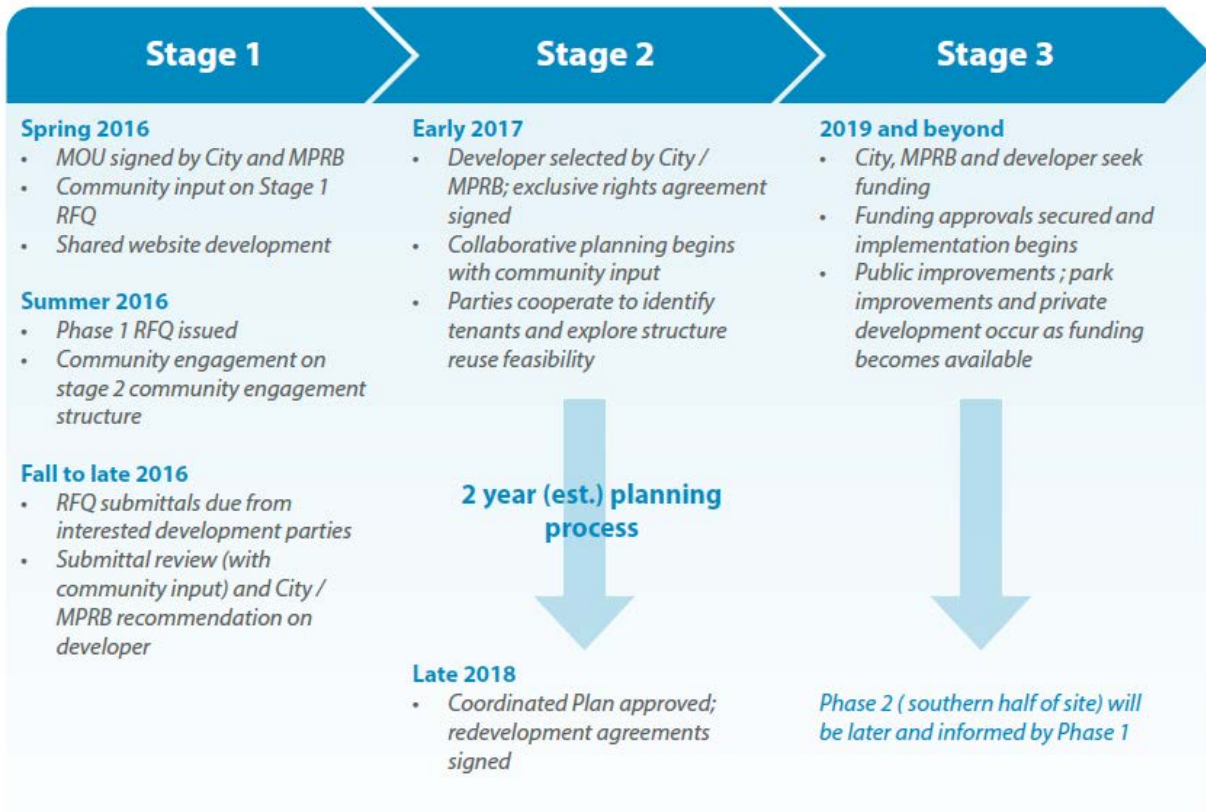
The term of the resulting exclusive rights agreement will be informed by the development team’s proposed approach/process, but is tentatively anticipated to be up to two years, with performance milestones during that time. Within that timeframe, two steps that are anticipated are: evaluation of the feasibility of reusing some or all of the existing structures for appropriate new uses and a City-facilitated search for local parties interested in being tenants and/or operating a program on the site (which may help inform the redevelopment planning). Also during the exclusive rights agreement, the parties will create a Coordinated Plan identifying which of the parties will play what roles in the implementation and how implementation can be funded (the “Coordinated Plan”), and the parties will negotiate a redevelopment agreement outlining the terms upon which the Master Developer will acquire from the City the portions of the site identified for private development. (It is anticipated that a companion agreement relative to conveyance of the parkland will be entered into between the City and MPRB.)

**Background information**

An extensive amount of background information is available as appendices to this RFQ. These include:

- [Appendix 1](#) Site information, including image gallery links
- [Appendix 2](#) Planning background references
- [Appendix 3](#) Financial information, and resources available
- [Appendix 4](#) City contracting requirements

# Phase 1 *Redevelopment Process and Timeline*





## II. What We Want to Achieve: Characteristics of Success

This “Characteristics of Success” outlines what the City, MPRB and community want to achieve through the redevelopment of the UHT Phase 1 site, for Minneapolis in general and specifically for the Northside community.

Phase 1 redevelopment of the Upper Harbor Terminal site will be a success if it achieves as many of the following goals as possible:

1. The redevelopment is **equitable and helps address disparities** that impact the nearby community. The park and destination amenities are both physically and financially accessible; and the project provides construction/permanent employment, contracting and/or entrepreneurial opportunities; or other significant benefits. The project avoids negative impacts, gentrification and displacement of area residents and assets. Attractions for diverse communities make everyone feel safe and welcome.

2. The project is part of a **first-class regional park** that serves North Minneapolis and the Twin Cities region as a whole. Park components in the UHT Phase 1 site include parkway, bike and walking trail segments that eventually will be connected to the rest of the Grand Rounds Scenic Byway system. The park should also include meaningful park features in addition to the linear connections. This park is open to the public and the features and programs offered are of broad general interest to the community. Multi-purpose, flexible spaces can be used by a variety of groups and allow the park to adapt to evolving community needs.



3. The site is firmly **connected into the fabric of the community**, both through: a) east-west connections extending from the riverfront into the adjacent neighborhoods at Dowling and at least one other location, and b) the linear parkway and trail connections up and down the river. Connections from the neighborhood are welcoming and safe for pedestrians and bikes as well as vehicles. The project includes provisions for enhanced non-vehicular connections (e.g., transit, Nice Ride, car sharing) to make the site accessible to those without cars, and the operators of those services are being actively encouraged to fold those enhancements into their planning.

4. The portion of the site at Dowling and the River serves as a significant **riverfront-oriented destination** that brings people to the riverfront and gives the area vitality during all seasons. This destination might be a special park feature, a private concession on park land and/or a private feature. This destination area serves the existing community members, but also encourages visitors to come to North Minneapolis.



5. The project includes a significant amount of **high quality private development** that will benefit the North Minneapolis community, while activating and complementing the park. Development that involves local businesses and entrepreneurs and helps enhance the economic and community vitality of North Minneapolis is particularly desired. Any business development must be clean and incorporate ways to enhance the economic future of North Minneapolis, e.g., through provision of living wage jobs for adults, youth employment/training and/or space/programs for local entrepreneurs. Any housing is envisioned to be a mixture of market-rate and affordable units. Educational and community uses may be included.
6. The redevelopment interprets and **reflects the history of the site** and contributes to the area's unique character and interest. Some degree of preservation of the site's existing structures must be at least thoughtfully considered, but full preservation in accordance with the Secretary of Interior's Standards is not expected to be required. The site's historic interpretation extends back to the First Nations' relationship to the Mississippi River in this vicinity.
7. The project showcases **high quality design** that attracts users and frames human-scaled public spaces. The design creates an environment inviting to pedestrians and users of all ages and abilities. Site improvements are designed to a standard that exceed minimum ADA requirements.
8. Both private and park redevelopment actively incorporate a variety of **"green," sustainable approaches and features** and show a proactive, energy-efficient approach to environmental design. The project helps enhance and protect the river itself and its adjacent habitat as a world-class environmental corridor. The redevelopment also improves the health and wellness of community residents and employees by providing a connection with nature and opportunities for physical activity and social networking.
9. The overall project capitalizes upon its location on one of the world's great rivers and is **unique to this specific place**, not something that could have happened elsewhere. North Minneapolis' strengths, special character and rich, diverse cultures are built upon and celebrated. The overall redevelopment enhances the Northside's identity and communicates it as an attractive place to live, work, play and raise a family.

### **III. Relationship Being Offered and Desired Coordinated Plan Outcome**

#### **Exclusive rights agreement**

Upon selection as the Master Developer, the City, MPRB and Master Developer will enter into an exclusive rights agreement. This agreement will give the Master Developer the exclusive right to work with the City, MPRB and community to arrive at an approved Coordinated Plan and to negotiate the terms of a redevelopment agreement that will lead to implementation of that plan. The term of the exclusive rights agreement will be informed by the timeline proposed by the Master Developer, but is tentatively assumed to be two years. The agreement will include progress milestones to be reached as the planning process moves to completion.

#### **Phase 1 coordinated development planning process**

During the Phase 1 coordinated development planning process, the City, MPRB and Master Developer will work cooperatively through a community engagement process to move from the developer's initial development program to a Coordinated Plan for park and private development that achieves the spectrum of interests and the Characteristics of Success. This process will include the completion of any necessary due diligence to determine feasibility and the preparation of cost estimates.

Early in this coordinated planning process, the Master Developer will be expected to work with the City and MPRB to identify any local parties who might be interested in occupying part of the site as part of the overall Coordinated Plan implementation. This might include both potential tenants and nonprofits that might operate programs on the site. The Master Developer will not be required to work with any parties identified in this manner, but will be encouraged to find ways to assure that redevelopment will address local needs and has a local "flavor."

As noted previously, this RFQ process also may identify potential development partners that would be interested in working with the Master Developer on the overall redevelopment. Information about these potential partners will be shared with the Master Developer so that the Master Developer may follow up with those parties as deemed appropriate.

The City and MPRB also will work with the Master Developer and its design team early in the process to evaluate the feasibility of potential adaptive reuses included in the initial development program for some or all of the existing structures. If it would be useful to the Master Developer, the City may be able to provide the services of an historical consultant familiar with the site and the Secretary of Interior's Standards to provide input on the potential availability of federal and state historic investment tax credits for potential adaptive reuses.

Having identified a refined redevelopment alternative that appears feasible, the three parties then will work together to negotiate a detailed implementation strategy that will identify which party will play which roles in the implementation, what funding sources will be sought and what timeline is anticipated. This implementation strategy portion of the Coordinated Plan will include the terms under which the City, as owner of the Phase 1 site, will convey the appropriate portions of the site to the MPRB and the Master Developer (and/or any development partners with whom the Master Developer is working).

### Community engagement

Throughout the coordinated redevelopment planning process, all three parties will work closely with the community to secure input on the redevelopment being considered and pertinent design considerations. This might include establishment of a diverse representative steering/advisory committee and a network of methods (e.g., public open houses and meetings, events, surveys, focus group meetings, web site, social media) through which information about the project and the alternatives can be provided and community input sought. The City and MPRB expect to have laid significant groundwork to facilitate this community engagement. The City and MPRB also are open to incorporating community engagement methods that have worked successfully for the Master Developer in previous projects. The community has been assured they will be engaged in the site design process during the coordinated planning process with the City, MPRB and Master Developer. Community trust is important to a successful development outcome.

### **Phase 1 Coordinated Plan contents**

The desired outcome of the coordinated planning process is a Coordinated Plan that outlines:

1. a site development plan and support graphics to schematic design level including private and public realm design;
2. an interim and long-term development program, including a phasing plan;
3. an adaptive reuse strategy;
4. design guidelines for the private development;
5. an infrastructure plan;
6. an overall development pro forma that is financially feasible and supported by the market and anticipated funding sources;
7. cost estimates for the needed public and park improvements and a funding strategy that is supported by anticipated funding sources; and
8. an implementation strategy including partners and respective roles, funding sources and uses, approval/regulatory demands, timeline, etc.

### **Redevelopment agreements**

The desired final outcome of the cooperative Phase 1 redevelopment planning process will be for the City, MPRB and Master Developer to enter into companion two-party agreements outlining the terms under which the City will convey the UHT Phase 1 development and park parcels to the Master Developer and MPRB, respectively, and the timeline/roles to be played by the three parties in Phase 1 implementation.

The terms of these conveyances and their related redevelopment agreements will be approved by the Minneapolis City Council pursuant to a public hearing (and MPRB approval of its agreement with the City). See Appendix 4 for more information on the contracting requirements that may be included in the redevelopment agreement between the City and Master Developer.

## IV. RFQ Schedule and Submission Content Requirements

### Tentative schedule (subject to revision)

#### Process step:

Pre-submission meeting/tour  
Questions due  
Answers posted  
Submissions due  
Initial staff review  
Community input  
Approximate interview window  
Approximate time of Council and Park Board consideration

#### Tentative timeline:

**August 31, 2016**  
**September 9, 2016**  
**September 16, 2016**  
**October 14, 2016**  
**Late October 2016**  
**Early November 2016**  
**Mid-November , 2016**  
**January 2017**

### Pre-submission meeting and info

A mandatory pre-submission meeting and tour for representatives of parties considering a submission for Master Developer status will be held:

**Wednesday, August 31**  
**9:30 am, Central Daylight Time**

Parties interested in participating in this meeting should contact the CPED Project Manager, Ann Calvert, at [ann.calvert@minneapolismn.gov](mailto:ann.calvert@minneapolismn.gov) by no later than **August 26, 2016**, to get information as to the specific meeting location.

Any questions about the RFQ or the site should be directed to Lisa Passus ([lisa.passus@minneapolismn.gov](mailto:lisa.passus@minneapolismn.gov)) by no later than **September 9, 2016**. Answers to these questions then will be posted [here](#) by **September 16, 2016**.

### Submission contents for Master Developer status

**These should be labeled and submitted in the following order:**

#### 1. **Cover page** including:

- Developer's name and mailing address
- Developer's current legal status: corporation, partnership, sole proprietor, etc.
- Federal ID number
- State ID number
- Contact person's name, title, phone number and e-mail address
- Signature of developer's authorized corporate officer

2. A description of the developer's **proposed approach to the planning process** and how the team would anticipate working with the City and MPRB to formulate the Coordinated Plan. This should include any suggested community engagement approaches that the team has used successfully on other projects and would propose to use for this project. The approach to community engagement should consider engagement with diverse community groups and how the design can respond to the needs and strengths within the surrounding community.

A description of the due diligence (e.g., market research, preliminary design and cost estimating) that will need to be completed by the development team during the planning process; including a potential timeline for that due diligence.

3. Description of the **development team** and the roles of team members identified by them, what approach the developer would take to complete its team for this project and what experience the team members have in working together. At minimum, the submission must identify at least the lead developer and the architecture and landscape architecture design firms that will be involved in the coordinated planning process.
4. Information about **previous projects completed by the developer** (and the roles played by team members in those projects) that are comparable to what the developer feels could be accomplished in UHT Phase 1. Ideally, this would include experience with developments that included waterfront, park, public destinations and public spaces integrated with adjacent private development; integrating multi-modal connections to the surrounding community; a variety of appropriate land uses; adaptive reuse of industrial and/or historic properties; well-built projects with highly used public places that have lasted over time; projects incorporating sustainable design principles and/or projects that meet LEED, SB2030, Living Building Challenge or other similar established standards; developments in low income communities and racially diverse communities; and/or developments that draw inspiration from the local character and support place-making.
5. Information related to the **developer's capacity** to undertake a project of this magnitude:
  - List of all projects completed in the last five years (above and beyond those highlighted as comparable projects in the submission)
  - Whether the developer or any entities created by it to complete development projects have been a party to any lawsuits and/or have gone bankrupt. (If so, please describe the lawsuit or bankruptcy situation.)
  - List of references and contact info for 2-3 recent lenders
  - Two years of financial statements, which may be submitted confidentially under separate cover
6. Information about the developer's **equitable development experience** in completing development projects that benefit the adjacent/surrounding community (including a description of those benefits) and approaches the developer has used to maximize benefits while minimizing any gentrification and other negative impacts. Provide information about experience working in low income communities and communities of color.
7. A narrative outlining the development team's understanding of the economic, real estate market and other pertinent **trends** that will impact the development of the UHT site and will need to be considered during the coordinated planning process.

8. A narrative description of the developer's **initial development program** for the site which would serve as the starting point for the coordinated Phase 1 redevelopment planning process and which outlines the developer's initial thoughts relative to: a) the basic development program, including assumed densities, b) type(s) of destination component(s), c) reuses (if any) of the existing structures, d) park program features that might be included to complement the private development, and e) a tentative timeline for implementation, as well as a preliminary site plan illustrating the general locations and approximate sizes of: a) any new roads or other public improvements needed to serve the park and private development b) the assumed private development parcels, and c) the destination component(s). The MPRB is specifically not seeking or open to any preliminary design suggestions for the park components of the site. The community must be involved in the process to plan and design public park spaces. The initial development program also should outline the developer's proposed business terms, including: a) a proposed purchase price for the development site(s), b) identification of which public and park improvements would need to be completed by the City or MPRB, and c) information about what types of other public investments would be needed to implement the development program.

It's acknowledged that the coordinated planning process eventually may result in a plan that varies from this initial development program for a variety of reasons. In addition, the selection of a development team should not be construed as an indication that any or all aspects of the initial project development program are acceptable to the City, MPRB or community. The exclusive rights agreement will outline which aspects of the selected developer's initial development program are generally accepted by all parties (City, MPRB and community) and primarily need detailing and an implementation plan; which aspects might be acceptable, but need further evaluation or refinement; and which aspects need to be completely changed during the coordinated planning process.

9. A **summary** of why the development team should be selected and how its experience, proposed development approach and initial development program will achieve the Characteristics of Success.
10. Information on any **proposed interim use(s)** of site during the exclusive rights period  
The City is open to making some of or the entire site available for interim uses during the coordinated redevelopment planning period and/or the interim between when that plan is approved and actual implementation begins. The terms of the existing management agreement for the site require one year notice of termination, so that notice period would need to be considered. If only part of the site would be used for an interim use, consideration also must be given to being able to continue productive use of the rest of the site. Note: In considering whether any interim use should be approved, the City will balance the benefits to be achieved by that use with any impact that use will have on the net operating cost of the site to the City.

**11. Executed “Consent for Release of Response Data”**

Under the Minnesota Government Data Practices Act, Minnesota Statutes Ch. 13, public disclosure of RFP response data prior to execution of a contract is restricted. In order to meet the City’s citizen participation goals, the City requires each proposer to execute and submit a “Consent for Release of Response Data” form as attached to this RFQ. Failure to submit the “Consent for Release of Response Data” will be grounds for rejection of the entire submission as unresponsive. Notwithstanding the foregoing, if submitters are being asked to provide financial statements as part of the RFQ response, submitters may submit such financial statements confidentially under separate cover pursuant to the Minnesota Government Data Practices Act. Submissions that do not include an executed “Consent for Release of Response Data” form shall be considered incomplete, which will be grounds for rejection of the entire submission.

12. For the purposes of seeking community input on items #4, #6, #8 and #9 above, each submission also should include a separate digital file ready to be printed by City/MPRB on to up to four 24” by 36” boards (i.e., one board per item) with the pertinent information related to those items. City/MPRB staff will display these **boards for community input**.

**Submission contents for Potential Development Partners interested in less than entire Phase 1**

**These submissions should be clearly labeled as such.**

1. Identification of the **primary contact person** for the potential development partner and full contact information for that person.
2. A description of the **role** the potential development partner is interested in playing (e.g., development of a destination restaurant) and a summary of that party’s experience in that type of development.

**Where, when and how to make a submission**

Submissions (for either Master Developer status or an expression of interest as a Potential Development Partner) should be submitted in digital form to Ann Calvert at [ann.calvert@minneapolismn.gov](mailto:ann.calvert@minneapolismn.gov) (please limit total size to 10 MB). The subject line should indicate either:

**Upper Harbor Terminal – Master Developer**

or

**Upper Harbor Terminal – Potential Development Partner**

Submissions are due:

**Friday, October 14  
4:00 pm, Central Daylight Time**

Submissions received after the deadline may, at the City’s discretion, not be accepted.



## **V. Evaluation Process and Criteria**

### **Evaluation process**

A City/MPRB staff team (including the two project managers and other representatives from the City's CPED, Finance and City Attorney's departments and the Park Board's Planning department) will complete an initial review of the submissions to identify the teams that meet the minimum criteria outlined below in the RFQ and will start identifying the apparent strengths and weaknesses of that short list of teams.

Community input will be sought on all submissions that meet the minimum criteria, in particular the teams' responses to submission items #4, #6, #8 and #9. Development teams will not be expected to be at this meeting to make presentations.

A Recommendation Committee (tentatively composed of City and MPRB management representatives, City/MPRB elected officials or their designees and the two project managers) then will decide which teams merit an interview and will conduct the interview(s), tentatively mid-November 2016.

During the review process, the staff team and the Recommendation Committee may reach out to teams that made submissions to ask questions and request additional information, and additional information may be requested by the Recommendation Committee and/or provided by the developer during an interview.

Having taken into account the community input provided in the second step of the review, the Recommendation Committee will make a recommendation to the City and MPRB elected officials as to which team should be selected.

The final selection decision will be approved by the Minneapolis City Council and the Minneapolis Park and Recreation Board, subject to Mayoral approval of both actions.

### **Minimum criteria for consideration**

Given the size of the site, this opportunity is not intended for developers without relevant experience or with limited capacity. To be considered, the developer must meet the following minimum criteria.

- Have experience as a lead entity that successfully developed at least two sites/projects within the last five years, with a combined total development cost of at least \$25,000,000.
- Have experience as a lead entity that successfully developed projects that included at least three of the following types of uses: office, light industrial, R & D, commercial, hospitality, residential, civic and/or institutional. At least one of these projects must have included reuse of an existing structure.

## Evaluation criteria

- The development team has the demonstrated experience and the demonstrated financial and staff capacity needed to successfully undertake a project of this scope, on time and within budget, including the ability to work within a complicated overlay of regulatory requirements, e.g., a waterfront and/or historic site.
- The work previously completed by the development team demonstrates experience with a wide variety of development types that might be appropriate for the site, e.g., residential/mixed use, destination and business uses (such as office, R & D, hospitality, retail, civic, light industrial), including experience with historic preservation and/or adaptive reuse of existing industrial structures.
- The work completed by the development team also demonstrates experience with the following: waterfront oriented destinations and parks; public spaces integrated with adjacent private development; multimodal development approaches to connect to the surrounding community; a variety of appropriate land uses; adaptive reuse of industrial and/or historic properties; well-built projects with highly used public places that have lasted over time; sustainable design principles that meet LEED, SB2030, Living Building Challenge or other similar established standards; and/or developments that draw inspiration from the local character and enhance place-making.
- The development team has demonstrated experience in working cooperatively with governmental and community partners to formulate redevelopment plans and then in working effectively with public partners to implement such an integrated plan.
- The development team has demonstrated the ability to work proactively to engage the impacted community and create developments that benefit the surrounding community while minimizing negative impacts from its projects, and the proposed development team composition and planning/engagement process will assist in meeting those goals.
- The overall ability of the development team and the potential of the initial development program to help achieve the identified Characteristics of Success.
- The initial development program appears to be a credible concept upon which to initiate the coordinated planning process.
- The proposed project timeline responds to market conditions, allows for appropriate community engagement and brings development to the site as soon as possible.
- The proposed project financing is realistic and achievable, and it provides the best return to the City.
- Overall quality of the submission.

**EXHIBIT A -- Form of Consent for Release of Response Data**

\_\_\_\_\_, 20\_\_

City of Minneapolis  
Department of Community Planning and Economic Development  
105 5th Avenue South, Suite 200  
Minneapolis, MN 55401

Re: \_\_\_\_\_ Request for Qualifications Consent for  
Release of Response Data

\_\_\_\_\_, on behalf of \_\_\_\_\_,  
hereby consents to the release of its development proposal in response to the Upper Harbor  
Terminal Request for Qualifications and waives any claims it may have under Minnesota  
Statutes Section 13.08 against the City of Minneapolis for making such information public. The  
foregoing consent and waiver does not extend to financial statements submitted under  
separate confidential cover, which shall be treated by the City consistent with Minnesota  
Statutes, Section 13.591.

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