Introduction

Background
Building on feedback from the CPC, the City and community, the development team has started exploring development scenarios for the various project parcels on the Upper Harbor land. These scenarios include a mix of options for housing, jobs, community hub, and music venue layouts. While we are evaluating the scenarios as ‘real estate projects,’ the values of the community will only be realized if we can successfully integrate the real estate plan with community benefits strategies that address the following:

- Economic Inclusion, Jobs, Careers
- Disrupting Gentrification and Displacement
- Environmental Justice and Sustainability
- Affordable Housing
- Wealth Creation & Community Ownership
- Mobility, Public Space and Infrastructure

Clarifications & Notes
As you review, please note that there may be ideas missing, projects not considered, partners not identified, and resources unknown. If you have ideas, or have projects, business models, resources, partners etc. that you want considered, now is the time to bring this information forward. We are seeking the CPC’s input and feedback to ensure that the right scenarios are being evaluated, and combined with community benefits strategies that maximize positive impacts on North Minneapolis, the Mississippi River, and neighborhoods surrounding Upper Harbor Terminal.

Next Steps
The goal of this document is to provide baseline information on the scenarios being evaluated. Please understand that this is not the proposed Coordinated Plan. This document is a collection of ideas under consideration, and in many cases, there may be multiple ‘good’ options to evaluate on one site. Our hope is to get every great idea on paper in December, so we can underwrite and return with refined, proposed scenarios in January. We anticipate additional improvements after that, with the intent of arriving at a draft Coordinated Plan in late February.
Site Context

- Dowling Ave.
- 42nd Ave.
- Lowry Ave.
- Washington Ave.
- Lyndale Ave.
- Penn Ave.

Key Locations:

- NORTH MISSISSIPPI REGIONAL PARK
- UPPER HARBOR SITE
- XCEL POWER PLANT
- MARSHALL TERRACE PARK
- SOJOURNER TRUTH ACADEMY
- FOLWELL PARK
- CITYVIEW SCHOOL

Connection to North Minneapolis Communities
MISSION & VALUES

- What we heard?
- Who is it for?
- Affordability & Incomes

COMMUNITY VALUES GOALS
- Economic Inclusion, Jobs, Careers
- Disrupting Gentrification and Displacement
- Environmental Justice and Sustainability
- Affordable Housing
- Wealth Creation & Community Ownership
- Mobility, Public Space and Infrastructure

REAL ESTATE OPTIONS

- Density & Unit Mix
- What business model?
- Where & when should it be developed?
- What should it look like?

FEASIBILITY & TRADE-OFF IMPLICATIONS
- Market
- Technical
- Financial

IMPLEMENTATION & FEEDBACK LOOP

- Partners
- Accountability Metrics

COMMUNITY BENEFITS STRATEGIES
- Economic Inclusion, Jobs, Careers
- Disrupting Gentrification and Displacement
- Environmental Justice and Sustainability
- Affordable Housing
- Wealth Creation & Community Ownership
- Mobility, Public Space and Infrastructure

ASSESS AND ADJUST
### Economic Inclusion, Jobs, Careers
- Financial ownership & economic inclusion – working on project, companies owned by POC on the project & employed from the neighborhood
- Need to create space for high paying jobs
- Advance job creation as part of Phase 1
- Local hiring construction and end user businesses – goals/requirements
- Supplier diversity goals
- Diversity on development team
- Opportunities for Northside and POC firms, predevelopment and construction
- Make sure job/career pathways are accessible to Northsiders
- Job training – partner for job training i.e. Summit Academy
- Venue: Jobs should go to Northsiders
- Small business/entrepreneur incubator/accelerator
- Affordable commercial space/shared commercial space
- Advanced manufacturing/industries i.e. modular construction manufacturing, robotics, 3D printing
- Food hub/food related businesses
- Mentorship/internship requirements of businesses on site
- Ownership: cooperative, commercial space condos

### Affordable Housing
- Family housing units
- Priority placed on those already living within Northside zipcodes
- Affordable housing for seniors
- Affordable housing for workforce
- Multigenerational/life-cycle housing
- Supportive, transitional housing
- Incorporate project based vouchers for 30% AMI into housing developments
- Mixed income housing
- Need to maximize the number of units and offer a range of housing types and affordability
- Workforce on Parcel 7a, families on Parcel 6, townhomes/ownership on Parcel 7b
- Income averaging - want mix because want to have diversity.
- Income averaging, but figure out the maximum number of 30% and 50% units we can include, within a feasible funding gap
- Affordability must be affordable to Northside
- Every phase should have housing
- A wide range, a variety of housing options and types

### Wealth Creation & Community Ownership
- Consider public and/or community ownership on multiple levels: land, developments, units (within developments), governance/programming/operations
- Support and capacity for BIPOC vendors
- Community ownership shares in a development
- Employee stock options
- Community land trust
- Community ownership shares in a development
- Employee stock options
- Community land trust
- Re: music venue -
  1. Community voice & decision making on artists coming into venue
  2. Creating Community Development fund w fees to be used on arts, youth programming, leadership opportunity, or maybe housing
  3. High paid jobs – union jobs?
  4. Youth leadership & training opportunity
  5. Art gallery – local art displayed
  6. Discounted tickets

### Mobility, Public Space & Infrastructure
- Community access to site – transit/bike pedestrian
- Strengthen connection of McKinley and neighborhoods Want space/green space across site/developments for better quality of life
- Dedicated trails, parks, plazas, squares and recreation areas
- Community spaces: Gardens and community/event spaces accessible to all residents on site and Northsiders
- Connect site to the Grand Rounds
- Spaces/places that celebrate the history of the site and area

### Disrupting Gentrification & Displacement
- Affordable housing, anti-displacement strategies & community ownership can be addressed together
- For the area surrounding Upper Harbor, there needs to be a property tax freeze and rent control so those living in the area are not displaced
- How will we (Northsiders) maintain control and decision-making authority; need a voice in governance throughout the process
- Must give North ownership
- A catalyst to a bold and visionary future; controlled by community so ‘community’ remains

### Environmental Justice & Sustainability
- Sustainable transportation and food
- Urban agriculture
- Sustainability certification i.e. LEED for Cities and Communities
- Solar power – community solar
Upper Harbor Terminal: Site Considerations

- **INTERSTATE 94**
- **PARKWAY (PHASE I)**
- **PARKWAY (FUTURE PHASE)**
- **MISSISSIPPI RIVER**
- **WASHINGTON AVE.**
- **RAILROAD**
- **SECOND STREET**
- **DOWLING AVE.**

**CONTINUATION OF DOWLING AVE.**

**CRITICAL AREA OVERLAY**

**RIVER FRONTAGE**

**INDUSTRIAL**

**CRITICAL AREA OVERLAY**

**PARK**

**300'**

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Housing Parcels: Finding the Best Fit

Who is it for?  
What type of housing?  
Where should they live?

1. NORTHERN PARCELS  
Housing  
Hub  
Commercial  

2. EXISTING SITE STRUCTURES & PARK  
Music Venue  

3. Music Venue  
Music Venue  

4. & 5. SOUTHERN PARCELS  
Light Industrial  
Office  
Hub  

5.  

6. CENTRAL PARCELS  
Housing  
Hub  
Office  
Light Industrial  
Commercial  

7. WESTERN PARCELS  
Housing  
Hub  
Office  

Who is it for?  
What type of housing?  
Where should they live?

INDUSTRIAL USES TO SOUTH AND WEST
Housing Parcels: Possible Housing Scenarios

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<thead>
<tr>
<th>7b</th>
<th>7a</th>
<th>6b</th>
<th>1b</th>
<th>1a</th>
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<td><strong>Who:</strong></td>
<td>Families or Workforce</td>
<td>Families or Workforce</td>
<td>Families or Workforce</td>
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<td><strong>Model:</strong></td>
<td>Ownership or Rental</td>
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<td><strong>Affordability:</strong></td>
<td>30-80% AMI (60% average) or Market Rate/Mixed-Income</td>
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</tbody>
</table>

*All housing types have the ability to accommodate multi-generational living, supportive housings, and/or artist housing*
**Incorporating the HUB: Optimal HUB Locations**

**What is the Community HUB?**
The HUB could be contained in one building. Or, it could be integrated into the entire site. Whatever option we choose, the spaces that make up the HUB should incorporate uses and partners that can advance the Community Values:

- Economic Inclusion, Jobs, Careers
- Disrupting Gentrification and Displacement
- Environmental Justice and Sustainability
- Affordable Housing
- Wealth Creation and Community Ownership
- Mobility, Public Space, and Infrastructure

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**6a**

**HUB Program Options: Entrepreneurs & Edu.**

- ~8,000-16,000 SF
- Job Training
- Entrepreneurial incubators
- Community/Event Space
- Satellite locations for educational institutions
- Food production
- Flexible space for community use
- Artist exhibition space

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**6b**

**HUB Program Options: One Hub (Sum of Parts)**

- ~60,000-84,000 SF
- Possible Full Parcel Community HUB
- Food Hall with entrepreneurial kitchens
- Wellness Center / educational kitchens
- Urban agriculture education
- Coffee shop
- Tenant space to support park programs
- Community/Event Space
- Childcare
- Job Training
- Entrepreneurial incubators
- Satellite locations for educational institutions
- Artist exhibition space
- Food production

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**7a**

**HUB Program Options: Jobs Focused**

- ~8,000-16,000 SF
- Job Training
- Entrepreneurial incubators
- Community/Event Space
- Food production
- Satellite locations for education institutions
- Flexible space for community use

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**1b**

**HUB Program Options: Food, Health & Wellness Focus**

- ~8,000-16,000 SF
- Food Hall with entrepreneurial kitchens
- Wellness Center / educational kitchens
- Urban agriculture education
- Coffee shop
- Tenant space to support park programs
- Community/Event Space
- Childcare

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*SF subject to program use and parking*
Job Creation Sites: Finding the Best Fit

Who is it for?

What type of job?

What type of industry?

How will it benefit?

Economic Inclusion, Jobs, Careers
Disrupting Gentrification and Displacement
Environmental Justice and Sustainability
Affordable Housing
Wealth Creation & Community Ownership
Mobility, Public Space and Infrastructure

Job Creation Site: ~186,000 SF Buildable
Food Cluster
• Suppliers
• Producers
• Processing

Job Creation Site: ~186,000 SF Buildable
Advanced Industries
• Modular Plant
• Robotics
• Green Industries

Job Creation Site:
Music Venue
• Ticketing, Security, Concessions
• Production, Stage, Sound, Hospitality
• Accounting, Office, Management

*SF subject to program use and parking
What are we missing?

- Ideas
- Partners
- Policies
- Resources
Thank You