

Upper Harbor Terminal | Equitable & Resilient Inclusive Development Decision Matrix

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	Proposed Strategies	What do I believe the CPC should recommend?
A. Overall Site Layout		
1. Confirm layout of Northern Parkway Location	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.	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.	Powerline alignment was adjusted to a “long span” design based on the MPRB 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. Public Infrastructure		
1. Design of streetscape including stormwater management, bike and pedestrian facilities	<ul style="list-style-type: none"> • Prioritize pedestrian and bicycle connections between adjacent neighborhoods and the UHT site by incorporating design that promotes safe, convenient and comfortable travel. • Design safe streets that use design, infrastructure, and operations, including lower speed limits to improve safety and encourage safe travel behaviors. • Provide sidewalks with wide tree planted boulevards and pedestrian scale lighting systems on both sides of the street • Implement dedicated off-street bicycle trails that are physically separated from sidewalks and pedestrian paths. • Explore innovative stormwater solutions to treat and reduce the volume of water entering the Mississippi River, by implementing green infrastructure designs such as bioretention areas with 	

Upper Harbor Terminal | Equitable & Resilient Inclusive Development Decision Matrix

Recommendation Points	Proposed Strategies	What do I believe the CPC should recommend?
	<p>native plantings, biofiltration swales, detention/retention basins, and permeable pavement.</p> <ul style="list-style-type: none"> • Locate the parkway adjacent to park property to support activation, visibility, and accessibility along the riverfront, while exploring innovative design and operational solutions to support the new park and planned development. 	
<p>2. Improvements on transit service, access across I-94, and connectivity to the site.</p>	<ul style="list-style-type: none"> • Improve connectivity to the neighborhoods west of I-94 as part of a 2022 street reconstruction of Dowling Avenue by prioritizing sidewalks, bike trails, lighting and stormwater solutions. • Continue to explore funding and partnership opportunities with MnDOT to reconfigure the Dowling Avenue Bridge and construct a new non-motorized bridge across I-94 to improve North Side connectivity as part of the 252/94 MnPASS Project • Coordinate with Metro Transit to expand new local, limited stop, and/or express service to the UHT site with a priority of connecting North Side Residents to the proposed housing and jobs. 	
<p>3. Additional public improvements to be completed by the City on southern half of the site (parkway and a second access point at 33rd Ave N)</p>	<ul style="list-style-type: none"> • Prioritize the construction of the southern half of the parkway and reconstruction of 33rd Avenue with accommodations for people walking and biking from 2nd Street to the UHT site, pending funding availability 	
<p>4. Additional park improvements to extend the linear trail connections and restored riverbank through the southern half of the site</p>	<ul style="list-style-type: none"> • Prioritize the construction of an asphalt bike/ped path be completed along the southern half of the park 	

Upper Harbor Terminal | Equitable & Resilient Inclusive Development Decision Matrix

Recommendation Points	Proposed Strategies	What do I believe the CPC should recommend?
C. Outdoor Music Performance Venue		
1. Design of the facility	<ul style="list-style-type: none"> • Moved the proposed location of the Venue to Parcel 3 to remove potential conflicts between the facility and the park. • Design Team will include LSE, SHOP, and Coen + Partners • Convene an advisory group of community members to facilitate a public process to evolve the design of the venue. • Work with JXTA to create permanent and temporary art installations at the venue that reflect the past, present & future of the Northside and the site. • Venue will meet B3 Guidelines and pursue LEED Certification. • Collaborate with MWMO to incorporate innovative stormwater solutions • Utilize on-site solar power generation or community solar garden. 	
2. Community programming that uplifts Black, Indigenous, and People of Color communities of all ages, including with employment	<ul style="list-style-type: none"> • Create a Youth Advisory Committee to advise First Ave. on use and design of venue and provide stipends • Convene a community working group of to provide input and accountability mechanisms for the development of free community events • Feedback from North Minneapolis residents will inform artist selection for some performances and events • Free space for programming will be provided to the community when the venue is not in use. 	
3. Size and scale (within 7,000-10,000-person capacity)	<ul style="list-style-type: none"> • Create site plans for 7,000 & 10,000 person capacity venues for review • Present financial impacts & proposed community benefits for both 7,000 and 10,000 person capacity venues 	

Upper Harbor Terminal | Equitable & Resilient Inclusive Development Decision Matrix

Recommendation Points	Proposed Strategies	What do I believe the CPC should recommend?
<p>4. Community governance structure for programming oversight</p>	<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"> • First Ave Controlled Entity (FACE): First Ave has 51% controlling interest of either a community board or of shares of an entity • TBD Community Entity: A <i>To-Be-Determined</i> 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 	
<p>5. Development of employment opportunity process including potential partners for job training programs.</p>	<ul style="list-style-type: none"> • 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) • Venue will generate 559 initial construction jobs & 269 operations jobs at the venue • Implement First-Hire Procedures for current Northside residents at all levels • 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) • 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 • 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 	

Upper Harbor Terminal | Equitable & Resilient Inclusive Development Decision Matrix

Recommendation Points	Proposed Strategies	What do I believe the CPC should recommend?
	<ul style="list-style-type: none"> • Develop scopes of work in ways that allow local MBE/WBE businesses to win contracts • Establish goals for on-site construction hours for pre-apprentices • Once partner is identified, add venue-specific job training curriculum for: Carpentry, electrical, IT, financial services, marketing, web design, sound & lighting 	

Recommendation Points	Proposed Strategies	What do I believe the CPC should recommend?
D. The Community Hub		
1. Size and general design of the building (one large building consolidating HUB uses or smaller HUB uses spread throughout the project).		
2. Mix of uses to be included in the HUB.		
3. Recommendation on community partner(s) and organizational structure.		
E. Ground Floor Active Uses and Community Partner		
1. What is the right amount of ground floor active uses in addition to potential HUB uses?		
2. What are the some potential uses and/or		

Upper Harbor Terminal | Equitable & Resilient Inclusive Development Decision Matrix

Recommendation Points	Proposed Strategies	What do I believe the CPC should recommend?
tenants that should be considered ?		
3. Ownership structure including potential for community control and/or ownership		
4. Development of employment opportunity process		
F. Production/ Manufacturing/ Office Space		
1. Size, character and general design of the production buildings		
2. Should buildings be limited in size to preserve view corridors or should the building be designed to be of a size that creates flexibility for a wide variety of users?		
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?		

Upper Harbor Terminal | Equitable & Resilient Inclusive Development Decision Matrix

Recommendation Points	Proposed Strategies	What do I believe the CPC should recommend?
4. Development of employment opportunity process		
5. Ownership structure including potential for community control and/or ownership		

Recommendation Points	Proposed Strategies	What do I believe the CPC should recommend?
G. Residential Units		
1. Does the Development's team strategy of creating an intentional Mixed Income community open to a wide variety of demographics satisfy the vision for the project?		
2. What is the right timing and phasing for the housing developments?		
3. What is the appropriate size & general design for the River Housing Parcels?		
4. What is the appropriate size & general design for the Dowling housing parcels?		

Upper Harbor Terminal | Equitable & Resilient Inclusive Development Decision Matrix

5. Development of housing preference for area residents		
6. Ownership structure including potential for community control and/or ownership		
H. Hospitality Mixed-Use		
1. Types of hospitality uses preferred, size and general design of building.		