

UHT Equitable Resilient Inclusive Development Decision Matrix

Color Key	Update	Value/Theme	Matrix Location	Notes
Potential to Add	Financial ownership and economic inclusion - working on project, companies owned by POC on the project & employed from the neighborhood	Economic Inclusion, Jobs, Careers	1d, 5b	
Needs clarity	Need to create space for high paying jobs	Economic Inclusion, Jobs, Careers	1a, 5d	Matrix references living wage jobs. May need to qualify "high paying".
Matrix Updates	Local hiring construction and end user businesses - goals/requirements	Economic Inclusion, Jobs, Careers	1d, 1e, 5d	
Beyond the Matrix	Supplier diversity goals	Economic Inclusion, Jobs, Careers	1e	
Solution	Opportunities for Northside and POC firms, predevelopment and construction	Economic Inclusion, Jobs, Careers	1d, 5b	
Mapped to Matrix	Make sure job/career pathways are accessible to Northsiders	Economic Inclusion, Jobs, Careers	1a	
	Venue: Jobs should go to Northsiders	Economic Inclusion, Jobs, Careers	1a	
	Affordable commercial space/shared commercial space	Economic Inclusion, Jobs, Careers	5a, 5f	
	Food hub/food related businesses	Economic Inclusion, Jobs, Careers	1c	
	Ownership: cooperative, commercial space condos	Economic Inclusion, Jobs, Careers	5a, 5h, 5g	Cooperatives not explicitly named. If critical, that would need to be called out in an update.
	Family housing units	Affordable Housing	4e	Calls for diversity of dwelling needs
	Priority placed on those already living within Northside zipcodes	Affordable Housing	4b	

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Potential to Add	Mixed income housing	Affordable Housing	4b	
Needs clarity	Need to maximize the number of units and offer a range of housing types and affordability	Affordable Housing	4b, 4d, 4e	
Matrix Updates	Affordability must be affordable to Northside	Affordable Housing	4b	
Beyond the Matrix	A wide range, a variety of housing options and types	Affordable Housing	4e	
Solution	Consider public and/or community ownership on multiple levels: land, developments, units (within developments), governance/programming/operations	Wealth Creation & Community Ownership	5e	
Mapped to Matrix	Support and capacity for BIPOC vendors	Wealth Creation & Community Ownership	1d, 1e, 5a, 5b, 5c, 5f	
	Community ownership shares in a development	Wealth Creation & Community Ownership	5g, 5h, 5j, 5l	
	Community land trust	Wealth Creation & Community Ownership	5e	
	High paid jobs - union jobs? (Music Venue)	Wealth Creation & Community Ownership	1a, 5d	
	Community access to site - transit/bike pedestrian	Mobility, Public Space and Infrastructure	6f, 6g, 6h	
	Strengthen connection of McKinley and neighborhoods	Mobility, Public Space and Infrastructure	6j	
	Want space/green space across site	Mobility, Public Space and Infrastructure	6c, 6d, 6l	

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Potential to Add	Dedicated trails, parks, plazas, squares and recreation areas	Mobility, Public Space and Infrastructure	6c	
Needs clarity	Community spaces: Gardens and community/event spaces accessible to all residents on site and Northsiders	Mobility, Public Space and Infrastructure	6j	
Matrix Updates	Spaces/places that celebrate the history of the site and area	Mobility, Public Space and Infrastructure	6a	
Beyond the Matrix	Affordable housing, anti-displacement strategies and community ownership can be addressed together	Disrupting Gentrification and Displacement	2d	
Solution	Must give North ownership	Disrupting Gentrification and Displacement	5l	
Mapped to Matrix	A catalyst to a bold and visionary future; controlled by community so "community" remains	Disrupting Gentrification and Displacement		
	Urban agriculture	Environmental Justice and Sustainability	3g	
	Advance job creation as part of Phase 1	Economic Inclusion, Jobs, Careers		Solution-oriented; Include in CPC Recommendations section
	Diversity on development team	Economic Inclusion, Jobs, Careers		
	Job training - partner for job training i.e. Summit Academy	Economic Inclusion, Jobs, Careers		
	Small business/entrepreneur incubator/accelerator	Economic Inclusion, Jobs, Careers		Solution-oriented; Include in CPC Recommendations section
	Advanced manufacturing/industries i.e. modular construction manufacturing, robotics, 3D printing	Economic Inclusion, Jobs, Careers	5i	Addresses the category of innovative manufacturing. Other elements are solutions-oriented and should be in CPC Recommendations

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Potential to Add	Mentorship/internship requirements of businesses on site	Economic Inclusion, Jobs, Careers		
Needs clarity	Affordable housing for seniors	Affordable Housing	4d	
Matrix Updates	Affordable housing for workforce	Affordable Housing	4d	
Beyond the Matrix	Multigenerational/life-cycle housing	Affordable Housing	4e	
Solution	Supportive, transitional housing	Affordable Housing	4e	
Mapped to Matrix	Incorporate project based vouchers for 30% AMI into housing developments	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
	Workforce on Parcel 7a, families on Parcel 6, townhomes/ownership on Parcel 7b	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
	Income averaging, but figure out the maximum number of 30% and 50% units we can include, within a feasible funding gap	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
	Every phase should have housing	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
	Employee stock options	Wealth Creation & Community Ownership		Solution-oriented; Include in CPC Recommendations section
	Community voice and decision-making on artists coming to the music venue	Wealth Creation & Community Ownership		
	Creating Community Development fund with fees to be used on arts, youth programming, leadership opportunity, or maybe housing (Music Venue)	Wealth Creation & Community Ownership		Solution-oriented; Include in CPC Recommendations section

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Potential to Add	Youth leadership and training opportunity (Music Venue)	Wealth Creation & Community Ownership		Solution-oriented; Include in CPC Recommendations section
Needs clarity	Art gallery - local art displayed (Music Venue)	Wealth Creation & Community Ownership		Solution-oriented; Include in CPC Recommendations section
Matrix Updates	Discounted tickets (Music Venue)	Wealth Creation & Community Ownership		Solution-oriented; Include in CPC Recommendations section
Beyond the Matrix	Developments for a better quality of life	Mobility, Public Space and Infrastructure		Need to qualify "better quality of life"
Solution	Connect site to the Grand Rounds	Mobility, Public Space and Infrastructure		Solution-oriented; Include in CPC Recommendations section
Mapped to Matrix	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	Disrupting Gentrification and Displacement		Solution-oriented; Include in CPC Recommendations section
	How will we [Northsiders] maintain control and decision-making authority; need a voice in governance throughout the process	Disrupting Gentrification and Displacement		Solution-oriented; Include in CPC Recommendations section
	Sustainable transportation and food	Environmental Justice and Sustainability	1c	Add "sustainable" as a quaifier for the urban food system development
	Sustainability certification i.e. LEED for Cities and Communities	Environmental Justice and Sustainability	3g	
	Solar power - community solar	Environmental Justice and Sustainability		
	Specify AMI at the neighborhood level vs city level	Affordable Housing	4b	AMI is calculated at the regional level. The Northside's AMI is 50% of the region. We have been targeting our affordability level for housing at 50% AMI or less in order to address this issue.
	Make developments accessible to the entire communtiy, including both physical and otherwise challenges	Mobility, Public Space, and Infrastructure	6f, 6h, 6m	

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Potential to Add	Clarify and enforce the critical nature of a healthy and affordable urban food system as outlined in the Milan Urban Food Policy Pact	Environmental Justice and Sustainability	3e	
Needs clarity	Incorporate Universal/Inclusive design principles to better tackle accessibility	Mobility, Public Space and Infrastructure	6f	
Matrix Updates	Theme 5 objectives are broad/vague and hard to use for evaluation	Wealth Creation & Community Ownership		The matrix is designed to support the CPC in providing advisory guidance to the City. It is not currently designed to serve as an evaluation tool.
Beyond the Matrix	Add explicit public transit objectives that acknowledge transit's importance to a variety of community members	Mobility, Public Space, and Infrastructure		
Solution	De-emphasize personal automobile parking, in consideration of spatial, sustainability, and access goals	Mobility, Public Space, and Infrastructure		
Mapped to Matrix	Include specific, high-standard, well-researched, and innovative disability access guidelines	Mobility, Public Space, and Infrastructure		
	Evaluation, Measurement, and Accountability should be explicit goals, success measures, or objectives within the matrix			
	Not only BIPOC high participation in suppliers, construction, and future business but also in present/future leadership and design. For example, hire BIPOC design consultants and ensure leadership teams throughout the process and in things such as a music venue committee are racially and ethnically diverse	Economic Inclusion, Jobs, and Careers		
	Incorporate emphasis on community driven process			
	Discuss how funding taken in by the venue will give back to the Northside Community	Disrupting Gentrification and Displacement	5h, 5j	
	Will the Hub create business opportunities and partnerships that support BIPOC	Disrupting Gentrification and Displacement	1e, 2b, 5a, 5b, 5c, 5f	
	Energy efficient housing	Environmental Justice and Sustainability	3g	
	Sustainable transportation	Environmental Justice and Sustainability	6h	
	Diversity of dwelling housing	Affordable Housing	4e	
	Leadership, Entrepreneurship, Educational Training and Career Opportunities	Economic Inclusion, Jobs, Careers		
	Opportunities for Business Incubator Programs to grow/build BIPOC Businesses	Economic Inclusion, Jobs, Careers		

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Potential to Add	Develop partnerships with already existing black owned businesses or organizations who work with BIPOC communities	Economic Inclusion, Jobs, Careers		Solution-oriented; Include in CPC Recommendations section
Needs clarity	Appoint a CPC Core Group to attend scheduled re-development meetings and provide them with an active role	Economic Inclusion, Jobs, Careers		
Matrix Updates	Provide concise contracts between the developer, the City and BIPOC businesses/entities. All deals must be in writing and added to the original plan.	Economic Inclusion, Jobs, Careers		
Beyond the Matrix	Support small non-profit and for profit businesses, owned and operated by BIPOC	Economic Inclusion, Jobs, Careers		City prioritized support for BIPOC-owned for-profit businesses, not non-profit businesses.
Solution	CPC Core group should have full participation and access	Economic Inclusion, Jobs, Careers		
Mapped to Matrix	Offer fair contracts on all levels to BIPOC Professionals	Economic Inclusion, Jobs, Careers		The City's contracting process is race neutral. Need clarity on what "on all levels" means.
	Invite CPC Core Group to informational meetings/sessions	Economic Inclusion, Jobs, Careers		
	In order to properly prepare bids, BIPOC businesses should receive information in a timely manner	Economic Inclusion, Jobs, Careers		Solution-oriented; Include in CPC Recommendations section
	Racial inclusion policies, already in place must be acknowledged and honored	Disrupting Gentrification and Displacement		CPC would benefit from background info on City's contract compliance/SUBP efforts.
	The venue should have 100% sustainable impact on the Northside community	Disrupting Gentrification and Displacement		
	Provide space for bike racks and Fix It Bike Repair Stands/Stations in the surrounding areas of the Venue and throughout the space	Disrupting Gentrification and Displacement		Solution-oriented; Include in CPC Recommendations section
	Sustainable Development/Construction	Environmental Justice and Sustainability		
	Renewable energy, recycling, composting	Environmental Justice and Sustainability		
	Multi-family homes	Affordable Housing	4e*	
	Single family homes	Affordable Housing	4e*	
	Apartment homes	Affordable Housing	4e*	
	Student housing	Affordable Housing	4e*	

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Potential to Add	Health food stores	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
Needs clarity	Cultural eating experiences	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
Matrix Updates	Urban gardens	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
Beyond the Matrix	Co-op grocery stores	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
Solution	Art studios	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
Mapped to Matrix	Education/Learning/Training (Hub)	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
	Financial literacy classes (Hub)	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
	Cooperative ownership training (Hub)	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
	Intergenerational learning center (Hub)	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
	Partner with schools and non-profit organizations providing art (Hub)	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
	Partner with schools and non-profit organizations providing education (Hub)	Affordable Housing		Solution-oriented; Include in CPC Recommendations section
	Partner with schools and non-profit organizations providing business development (Hub)	Affordable Housing		Solution-oriented; Include in CPC Recommendations section