



**To:** Restorative Development Partnership  
**From:** Project manager Dan Kalmon, Partnership process consultant Anne Carroll, and interim Partnership Leadership Team members  
**Re:** Partnership Introductory Memo  
**Date:** 22 January 2020

## PARTNERSHIP INTRODUCTORY MEMO

Below is background information for the February 5th Partnership meeting to kickoff the Restorative Development Feasibility Study and begin addressing Partnership business. **Please review all this in advance as the Kickoff will assume your understanding of this content.**

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# Feasibility Study

## Background

Since 2017 the Mississippi Watershed Management Organization (MWMO) has been educating public and private organizations about restorative development in order to grow a partnership that understands and is vested in building a systems model of restorative development.

The Restorative Development Partnership is an emerging public-private-nonprofit group committed to advancing a systems model of restorative development that equitably optimizes environmental, social, and economic outcomes for future redevelopment. Through summer and fall 2019, Partners committed a total of \$432,000 to fund a Minneapolis-wide Feasibility Study on restorative development. Current Partnership members along with contributions provided to date and those who attended an interim Partnership Leadership Team meeting to preview these and other materials are as follows:

| Partner (alphabetical)                                                        | Funding commitment | Staff time commitment | Interim Leadership Team |
|-------------------------------------------------------------------------------|--------------------|-----------------------|-------------------------|
| Blue Cross Blue Shield Minnesota                                              |                    |                       |                         |
| CenterPoint Energy                                                            |                    | Y                     |                         |
| City of Minneapolis Division of Sustainability                                | \$100,000          | Y                     | Y                       |
| City of Minneapolis Department of Health                                      |                    | Y                     | Y                       |
| City of Minneapolis Department of Public Works                                |                    | Y                     |                         |
| City of Minneapolis Department of Community Planning and Economic Development |                    |                       |                         |
| City of Minneapolis Department of Long-range Planning                         |                    | Y                     | Y                       |
| Hennepin County Environment and Energy                                        |                    | Y                     | Y                       |
| McKnight Foundation                                                           | \$171,659          |                       |                         |
| Minneapolis Park and Recreation Board                                         |                    | Y                     | Y                       |
| Mississippi Watershed Management Organization                                 | \$160,341          | Y                     | Y                       |
| Towerside Innovation District                                                 |                    | Y                     | Y                       |
| United Properties                                                             |                    |                       | Y                       |
| Wall Companies                                                                |                    | Y                     | Y                       |
| Xcel Energy                                                                   |                    | Y                     |                         |

These initial funds were sufficient to begin a Feasibility Study, and in October 2019 the Partnership prepared and issued a Request for Qualifications. In November they completed a rigorous review process and selected the Orascom-Yorth-Ramboll Consulting Team led by Mina Wassef from Orascom and [Bjorgvin Saevarsson](#) from Yorth Group. MWMO is the fiscal agent for the Feasibility Study, and planning principal [Dan Kalmon](#) is project manager.

Through mid-2020, the Partnership will oversee Phase 1 of the Feasibility Study, identify/raise funds for Phase 2, and build out the Partnership's structure and processes to optimize its ability to lead restorative development work in the future. Phase 2 can begin under the Partnership's oversight as soon as sufficient funds are raised. The Partnership's own work will be supported by its leadership team (now interim, final composition to be determined) and process consultant [Anne Carroll](#) from Carroll, Franck & Associates.

## Feasibility Study

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### Overview

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The Feasibility Study will address how to optimize the following restorative development goals:

- Improved economy, workforce development
- Improved climate, air/water quality
- Improved health, nutrition
- More efficient, resilient, lower-cost energy
- Improved quality of life (equity, safety, housing, natural spaces, community engagement)
- Cost-effective, higher ROI infrastructure; stable financials
- New, innovative development opportunities

The Feasibility Study is in two phases; only Phase 1 is funded to date:

- Phase 1 assesses the environmental, social, and economic equity of the current system, establishes benchmarks, and guides subsequent restorative development efforts
- Phase 2 is based on results from Phase 1, and designs the core elements of a restorative ecosystem that includes an integrated utility hub and governance structure

Results of the Feasibility Study will provide the Partnership with information needed to make decisions on financing, governance, proposed restorative development lines of production; technical performance outputs; community services and benefits; integration of development with surrounding natural systems; and integration of development with the city's existing infrastructure.

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### Feasibility Study Elements and Partnership Expectations

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**Phase 1:** Assesses the environmental, social, and economic equity of the current system, establishes benchmarks, and guides subsequent restorative development efforts.

- 1. Integrated Utility Hub (IUH) Technical Analysis, Jan-May 2020: Identify inputs for an integrated utility hub**
  - a. Partnership contributions:
    - i. Provide data on system inputs (see more information under next steps)
    - ii. Review and comment on draft
  - b. Deliverable: Conceptual IUH Design
- 2. Restorative Development Benchmarking Analysis, Jan-Mar 2020: Identify global cases and prepare content for use with stakeholders and subsequent tasks**
  - a. Deliverable: Case studies and analyses
- 3. Performance Assessment, Jan-May 2020: Assess current municipal performance on environmental, social, and economic dimensions (energy, water, land use, organics, housing, development, etc.), factor in environmental investments and impacts, measure synergies among these, compare current system's results with restorative development benchmarks, and determine current system's cumulative costs and benefits/value**
  - a. Elements:
    - i. Baseline of current plans and vision (impact assessment)
    - ii. Assessment of environmental, social, and economic performance trends
    - iii. Stakeholder goals, priorities
    - iv. Benchmarking
    - v. Risk analysis of current or planned approach
    - vi. Assessment of current infrastructure analysis and risk

- vii. Community study
  - viii. Cost/benefit analysis of current conventional system's performance
  - b. Partnership contributions:
    - i. Individual partners provide research data (*see more information under Next Steps below*), participate in interviews to discuss preliminary assessment and provide additional perspectives, and work with consulting team to revise and sign off on own content
    - ii. Partners and consulting team present cumulative results at Partnership workshop for discussion, learnings, and guidance
  - c. Deliverable: Current system's costs and benefits related to environmental, social, and economic performance from a restorative systems perspective
4. **City Scorecard and Ecological Equity Statement for current and historic status, May-June 2020: This brings together results from the previous tasks into a coherent synopsis, and provides qualitative and quantitative analysis of the current system compared to a restorative/circular system. Results provide guidance for next steps and a starting point to measure improvement.**
- a. Partnership contributions: Review and comment on draft and sign off on final
  - b. Deliverable: Ecological equity statement and objective scorecards for all the above that provides an accurate position for where the city of Minneapolis is positioned on the restorative roadmap.
5. **Baseline Assessment Report, June 2020: This final report compiles all approved Phase 1 content and deliverables.**
- a. Partnership contributions: Review and comment on draft and sign off on final
  - b. Deliverable: Draft and final reports

**Phase 2:** Based on results from Phase 1, this designs the core elements of a restorative ecosystem that includes an integrated utility hub and governance structure. Detailed tasks, timeline, Partnership contributions, and deliverables will be determined in consultation with the Consulting Team.

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## Next Steps

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The Feasibility Study depends on the Consulting Team getting good quality, timely research data from Partners and through other sources.

Below are *examples* of the kinds of information the Team will be seeking primarily from Partners.

- Organization/department vision, mission, goals in general and relative to sustainable development
- Energy produced inside and outside of the city, the amount that's renewable, energy sources, etc.
- Water (one-water concept) infrastructure, how water is used and managed, flood mitigation and protection systems and costs, etc.
- Organics composition, quantities, collection and storage infrastructure, current and planned uses, etc.
- Food infrastructure, including production sources, distribution systems, access, quality, costs, etc.
- Land: Current and planned land uses, soil quality and data on contamination, etc.
- Governance policies, processes, systems, and structures as they relate to current environmental, social, and economic planning and decision making, etc.
- For all these, available information on priorities, measures, and results

**The lead contact for each Partner will receive a written request directly from Consultant Bjorgvin Saevarsson, listing the key research data needed for the Feasibility Study. Bjorgvin will also arrange to meet with each Partner to walk through the request and agree on sources, level of detail, etc. The Partnership Leadership Team will support Partners as needed to provide the information requested.**

## Partnership Organization and Governance

In parallel with the Feasibility Study, the Partnership will be supported by process consultant Anne Carroll to formalize and organize its own plans, processes, structure, governance, etc., and put those into action through its work on the Feasibility Study. Work has already begun on administration and communications support, as well as governance. Information and draft content are below for discussion and decisions in upcoming Partnership meetings.

### Administration, Communications

1. **Name:** The group will be known as the Restorative Development Partnership (RDP).
2. **Email address:** [RestorativeDevPartnership@gmail.com](mailto:RestorativeDevPartnership@gmail.com). Project manager Dan Kalmon monitors this address and will respond as needed.
3. **Branding:** The initial logo and letterhead are shown at the top of this memo; once finalized they will be used in all communications.
4. **Document storage and collaboration:** A Google Drive [folder](#) has been for the Partnership's email address. Partners will be granted access to the various subfolders as appropriate.
5. **Tele/video conferencing:** An account has been created for the Partnership, and includes a recording function for use as needed. *Partners attending meeting remotely will be expected to use the videoconferencing feature so should plan accordingly.* Participant instructions are as follows:
  - **Join meeting from your computer, tablet, or smartphone**
    - <https://www.gotomeet.me/DanielKalmon>
    - Skip download app and Click join meeting in browser
    - Select phone audio or computer audio
    - If want to be visible to others: go to Settings top Right; select share camera
  - **You can also dial in using your phone.**
    - United States: +1 (669) 224-3412
  - **Access Code:** 687-360-813
6. **Website:** This will be created soon to provide public-facing information about the overall restorative development effort, Feasibility Study and associated activities, the Partnership, and related content.

### Governance

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#### Draft Partnership Statement of Purpose

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*This was drafted based on initial communications with the emerging Partnership, and from language in the RFQ for the Feasibility Study.*

The Restorative Development Partnership (RDP) includes representatives from public, private, and nonprofit organizations committed to advancing a systems model of restorative development that equitably optimizes environmental, social, and economic outcomes for future redevelopment. The RDP's efforts are focused on Minneapolis and Hennepin County.

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#### Draft Membership and Leadership Expectations

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*These were drafted primarily from the October 2019 Summit exercise and results.*

**Organizations committed to the Partnership's purpose are welcome as members. Partner expectations are as follows:**

- Prepare for and actively participate in information and business sessions of the Partnership
- Provide guidance for and oversee projects, initiatives, and other efforts of the Partnership

- Provide non-proprietary data, information, and other content as requested by the Partnership and its agents
- Volunteer to participate on task forces, committees, and similar to advance the Partnership's work
- Actively communicate with own organization about the Partnership's work, and bring forth the organization's perspectives to help guide the Partnership's work
- Help build awareness and support among community members and with elected/appointed officials

**Members of the Partnership Leadership Team (PLT) would serve defined terms (likely 1 year) and are expected to additionally provide the following:**

- Contribute funds, staff time, and/or significant expertise to advance the Partnership's restorative development work
- Help raise additional funds for the Feasibility Study Phase 2 (prepare grant proposals, advocate for direct funding, etc.)
- Recruit new members of the Partnership
- Provide leadership on projects, governance content and processes, stakeholder engagement, and similar
- Jointly lead efforts to build awareness and support across the community and with elected/appointed officials
- Help organize, convene, lead, and/or facilitate Partnership meetings, events, and activities

## Recommendations and Next Steps

**It is recommended that Partnership make the following governance decisions in the business portion of the Kickoff meeting** (see Kickoff agenda below):

1. Review, refine as needed, and adopt:
  - a. Draft Partnership statement of purpose
  - b. Draft Partnership membership and leadership expectations
2. Approve the following as members of the Partnership Leadership Team (PLT):
  - a. Heather Worthington, Kim Havey, Patrick Hanlon, Others? (City of Minneapolis)
  - b. (TBD?) (Hennepin County)
  - c. (TBD?)(United Properties)
  - d. Jeff Ellerd (Wall Companies)
  - e. Dick Gilyard (Towerside Innovation District)
  - f. (TBD?)(Minneapolis Parks and Rec)
  - g. Dan Kalmon (MWMO)
3. Direct the PLT to work on the following:
  - a. Provide guidance to organize Partnership meetings tied to Feasibility Study deliverables
  - b. Work with the process consultant to draft other governance documents for the Partnership's review and decision at subsequent meetings, including but not limited to bylaws, policies, membership application and other processes, and similar
  - c. Support Partners as needed during the research data-gathering portions of the Feasibility Study

Heather Worthington, Kim Havey, Patrick Hanlon (City of Minneapolis); TBD? (Hennepin County); TBD? (United Properties); Jeff Ellerd (Wall Companies); Dick Gilyard (Towerside Innovation District); Dan Kalmon (MWMO).

## KICKOFF AGENDA: PARTNERSHIP AND FEASIBILITY STUDY

Below is the agenda for the Kickoff that is February 5th. Partners may attend via videoconference or gather in person at MWMO's offices.

| Duration                 | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Lead                                           |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| 20                       | <b>1. Welcome, introductions, agenda</b><br><b>2. Partnership business:</b> <ol style="list-style-type: none"> <li>Current Partners and Interim Partnership Leadership Team (PLT) members</li> <li>Governance: Summary of draft Partnership purpose, expectations for Partnership and PLT, PLT composition, and governance directions; to be reviewed and approved at the end of this meeting</li> </ol> <b>2. Project phases and commitments</b><br><b>3. Why this project is unique/different from what others are doing</b> | Dan Kalmon, MWMO                               |
| 25                       | <b>4. Restorative development 2.0</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Consultants: Bjorgvin Saevarsson, Mina Wasseff |
| 10                       | <b>5. Phase 1 deeper dive and initial tasks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Consultant Bjorgvin Saevarsson                 |
| < 5 min                  | <b>6. Quick update on current data-gathering and interviews</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Consultant Bjorgvin Saevarsson                 |
| 15                       | <b>7. Partnership business meeting</b> <ol style="list-style-type: none"> <li>For review and approval: Partnership charge, PLT charge, PLT members, and next steps for governance</li> <li>Partnership meetings: <ol style="list-style-type: none"> <li>Set date/options for next meeting and/or regular meeting dates</li> <li>Next meeting agenda items</li> </ol> </li> </ol>                                                                                                                                               | Anne Carroll, process consultant               |
|                          | <b>8. Close</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                |
| Optional, time as needed | <b>Q&amp;A</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                |

## PARTNERSHIP ROSTER (CURRENT TO 1/17/20)

See current roster [here](#).