



# Facilities & Operations Committee

September 2014

September 11, 2014

2:00 - 4:00 pm

West Committee Room, McNamara Alumni Center

# FAC - SEP 2014

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# BOARD OF REGENTS DOCKET ITEM SUMMARY

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**Facilities & Operations**

**September 11, 2014**

**Agenda Item:** 2014-2015 Committee Workplan

Review       Review + Action       Action       Discussion

*This is a report required by Board policy.*

**Presenters:** Regent Clyde Allen  
Pamela Wheelock

## **Purpose & Key Points**

According to Board of Regents Policy: *Board Operations and Agenda Guidelines, Section II, Subdivision 7: Workplans*, "Each year the Board and its committees develop workplans with the advice of the president or delegate." This discussion is intended to focus on major issues the committee may wish to address in FY 2014-2015.

## **Background Information**

The Facilities and Operations Committee oversees the University's physical assets (e.g., land, buildings, infrastructure, and equipment). This committee considers the general adequacy, condition, and use of existing facilities and infrastructure; oversees policy related to physical planning; reviews renewal, replacement, and new construction decisions; and recommends capital projects.

Specifically, this committee recommends:

- project components of the University capital budget
- district and campus master plans
- real estate transactions
- capital budget amendments
- schematic plans

This committee provides governance oversight to:

- long range physical asset planning strategies
- public safety and emergency preparedness
- technology infrastructure and long range planning
- operational services such as housing, parking, transportation, and dining

This committee also reviews:

- semi-annual capital planning and project management reports
- miscellaneous facilities management reports and significant issues
- approved capital budget projects prior to the award of construction contracts, consistent with Board policies

## 2014-2015 Facilities and Operations Committee Work Plan

The Facilities and Operations Committee oversees the University's physical assets (e.g., land, buildings, infrastructure, and equipment) and operations. This committee considers the general adequacy, condition, and use of existing facilities and infrastructure; oversees policy related to technology, operations, and physical planning; reviews renewal, replacement, and new construction decisions; and recommends capital projects.

Date	Topics
<b>2014</b>	
September 11-12	<ul style="list-style-type: none"> <li>• Optimizing the University's Physical Assets: Facilities Condition Assessment</li> <li>• Project Components of the 2014 Six-Year Capital Improvement Plan (Review)</li> <li>• Project Components of the 2015 State Capital Request (Review)</li> <li>• Planning and Vision for the Rochester Campus (Review)</li> <li>• Annual Report on Real Estate (Information)</li> </ul> <p>Full Board item:</p> <ul style="list-style-type: none"> <li>• 2014 Six-Year Capital Improvement Plan (Review)</li> <li>• 2015 State Capital Request (Review)</li> </ul>
October 9-10	<ul style="list-style-type: none"> <li>• Project Components of the 2014 Six-Year Capital Improvement Plan (Action)</li> <li>• Project Components of the 2015 State Capital Request (Action)</li> <li>• Planning and Vision for the Rochester Campus (Action)</li> <li>• Ensuring a Safe University</li> </ul> <p>Full Board items:</p> <ul style="list-style-type: none"> <li>• 2014 Six-Year Capital Improvement Plan (Action)</li> <li>• 2015 State Capital Request (Action)</li> </ul>
November	No BOR or Committee Meetings
December 11-12	<ul style="list-style-type: none"> <li>• Optimizing the University's Physical Assets: Systemwide Campus Infrastructure</li> <li>• Annual Update on Sustainability Efforts</li> <li>• Strategic Issues Related to <i>University Plan, Performance, and Accountability Report</i></li> <li>• Capital Planning and Project Management Semi-Annual Report (Information)</li> </ul> <p>Full Board item:</p> <ul style="list-style-type: none"> <li>• Assumptions and Principles Guiding Long-Range Twin Cities Campus Planning</li> </ul>
<b>2015</b>	
January	No BOR or Committee Meetings
February 12-13	<ul style="list-style-type: none"> <li>• Long-Range Planning: Balancing Stewardship, Focus, and Growth</li> <li>• Minnesota Vikings: Year One in Review</li> </ul>
March 26-27	BOR Meeting Committees only meet if there are urgent items requiring action
April	No BOR or Committee Meetings.
May 7-8	<ul style="list-style-type: none"> <li>• Implementing the Master Plan: Natural Features and Systems</li> <li>• Green Line Operations and Maintenance Addendum: Year One Vibration and EMI Performance Standards Review (Review/Action)</li> <li>• Housing Strategy</li> <li>• Project Components of the President's FY2016 Annual Capital Improvement Budget (Review)</li> </ul>

	<p>Full Board item:</p> <ul style="list-style-type: none"> <li>• President's FY16 Annual Capital Improvement Budget (Review)</li> </ul>
June 11-12	<ul style="list-style-type: none"> <li>• Implementing the Master Plan: District Planning</li> <li>• Information Technology Capital Planning</li> <li>• Project Components of the President's FY2016 Annual Capital Improvement Budget (Action)</li> <li>• Capital Planning and Project Management Semi-Annual Report (Information)</li> </ul> <p>Full Board item:</p> <ul style="list-style-type: none"> <li>• President's FY16 Annual Capital Improvement Budget (Action)</li> </ul>
July 8-10	<p>BOR Meeting and Retreat Committees only meet if there are urgent items requiring action</p>
August	<p>No BOR or Committee Meetings</p>

Draft



# BOARD OF REGENTS DOCKET ITEM SUMMARY

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**Facilities & Operations**

**September 11, 2014**

**Agenda Item:** Schematic Design: Scholars Walk: "The Gallery," Twin Cities Campus

**Review**

**Review + Action**

**Action**

**Discussion**

*This is a report required by Board policy.*

**Presenters:** Vice President Pamela Wheelock  
Assistant Vice President Suzanne Smith  
University Gateway Corp Board Member Larry Laukka

## **Purpose & Key Points**

In accordance with the Board of Regents Policy: *Reservation and Delegation of Authority*, review and act on the Schematic Design for the following project:

- *Scholars Walk: "The Gallery" – Twin Cities Campus*

## **Background Information**

The Gateway Corporation is proposing upgrades to the existing Scholars Walk – Wall of Discovery Corridor located on the north side of Keller Hall. This corridor is a vital east-west connection and an upgrade will provide additional opportunities to honor University discoveries as well as enhance the pedestrian experience at the Wall of Discovery. The submitted design will create an expanded zone of interest related to the achievements, upgrade the walkway experience, and provide additional lighting for a safer environment.

## **President's Recommendation**

The President recommends approval of schematic design for the project listed below and of the appropriate administrative officers proceeding with the completion of the design and construction for this project:

- *Scholars Walk: "The Gallery" – Twin Cities Campus*

**Scholars Walk: “The Gallery”  
Twin Cities Campus  
Project No. 01-000-14-2432**

**1. Basis for Request:**

The Gateway Corporation is proposing upgrades to the existing Scholars Walk – Wall of Discovery Corridor located on the north side of Keller Hall. This corridor is a vital east-west connection and an upgrade at this area will provide additional opportunities to honor University discoveries as well as enhancing the pedestrian experience at the Wall of Discovery. The submitted design will create an expanded zone of interest related to the achievements, upgrade the walkway experience, and provide additional lighting for a safer environment.

**2. Scope of Project:**

This project will enhance approximately 260 lineal feet of the existing Scholars Walk - Wall of Discovery location adjacent to Keller Hall. The main components of the project includes features such as: additional exhibit areas on the opposite side of the pedestrian walkway, architectural canopies overhead, upgraded pavement for the walkway and drive lane, improved landscape, and lighting.

**3. Master Plan or Precinct/District Plan:**

The project is in compliance with the Twin Cities Master Plan dated March 2009. Scholars Walk is defined as an Iconic Open Space in the Master Plan’s Open Space Framework and will be preserved in perpetuity, according to the Master Plan.

**4. Environmental Issues:**

There are no known environmental issues associated the Scholars Walk project.

**5. Cost Estimate:**

Total Project Cost	\$ 2,000,000
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**6. Capital Funding:**

<u>University Gateway Corporation</u>	<u>\$ 2,000,000</u>
Total Project Funds	\$ 2,000,000

**7. Capital Budget Approvals:**

Not required based on the funding source of the project.

**8. Annual Operating and Maintenance Cost and Source of Revenue:**

It is anticipated there will be no significant change in operating costs for the renovation. All maintenance of the Scholars Walk renovations, including the pavers, will be identified as the responsibility of the University Gateway Corporation.

**9. Time Schedule:**

Fall 2014 start. Construction will be coordinated with the Mechanical Engineering Phase 2 project.

**10. Project Team:**

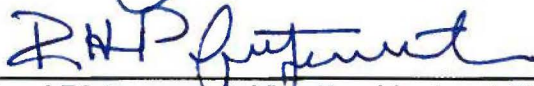
Architect: Hart Howerton – Wayzata, MN  
Contractor: M.A. Mortenson – Minneapolis, MN  
Project Delivery Method: Construction Manager at Risk

**11. Recommendation:**

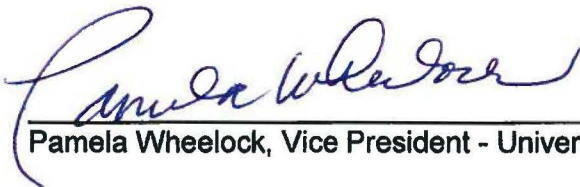
The above described project scope of work, cost, funding, and schedule is appropriate:



James J. Heinz, Chief Operating Officer, University Gateway Corporation



Richard Pfitzenreuter, Vice President and Chief Financial Officer

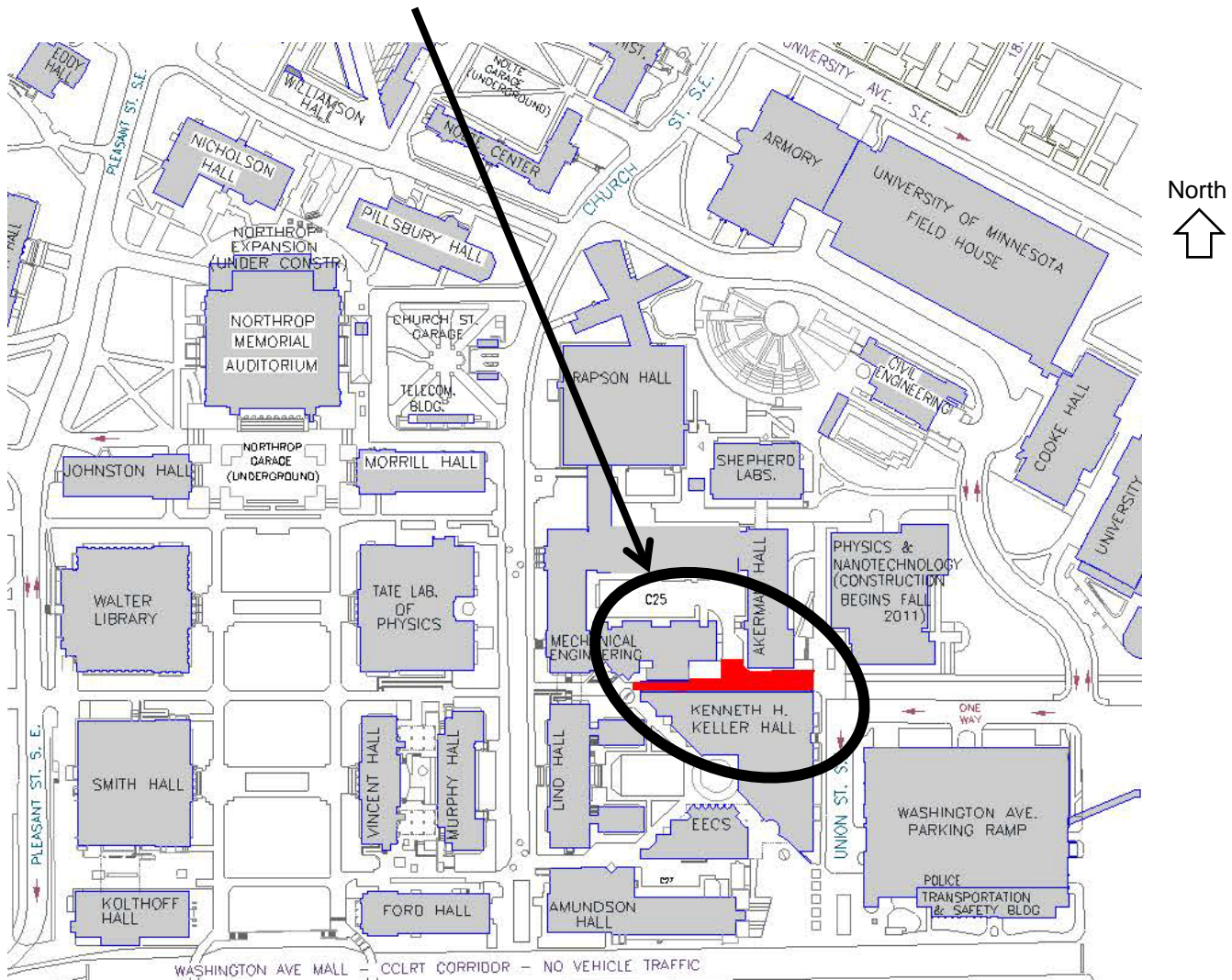


Pamela Wheelock, Vice President - University Services



Site Location Map

SCHOLARS WALK "THE GALLERY"





# BOARD OF REGENTS DOCKET ITEM SUMMARY

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**Facilities & Operations**

**September 11, 2014**

**Agenda Item:** Optimizing the University's Physical Assets: Facilities Condition Assessment

**Review**

**Review + Action**

**Action**

**Discussion**

*This is a report required by Board policy.*

**Presenters:** Vice President Pamela Wheelock  
Associate Vice President Michael Berthelsen  
Program Manager Andrew Chan

## **Purpose & Key Points**

The Facilities Condition Assessment (FCA) is a comprehensive evaluation of the condition of the University of Minnesota's campus facilities and infrastructure portfolio.

The University has instituted the FCA to:

- Create a central repository of facilities needs information.
- Provide the University with a tool for master planning, facilities programming and capital planning, and financial planning and budget forecasting.
- Improve processes, which will assist the administration and the Board of Regents with their stewardship responsibilities for the University's physical assets.

## **Facility Renewal**

University of Minnesota facilities comprise 29.3 million gross square feet (GSF) including classrooms, research labs, clinics, offices, libraries, performance space, student unions, housing, and utilities. Owning and operating this large and diverse portfolio of facilities is critical to supporting the University's mission of teaching, research and outreach. Being responsible stewards of this portfolio requires ongoing renewal investments from various sources.

During the time period FY10-FY15, enterprise renewal investments toward active, owned space from all sources had an impact averaging \$111 million per year, just under \$4 per GSF (see chart below). Limited to real investments (HEAPR, R&R, Facility Renewal) in state supported space (20 million GSF), the annual average is only \$73 million – still less than \$4 per GSF.

Renewal Source	5-Yr Total FY10-FY15	% of Total	Annual Average	Average per Total GSF <sup>1</sup>
HEAPR	\$195,500,000	29%	\$32,583,000	\$1.11
Facility Renewal (State of MN) <sup>2</sup>	\$58,198,000	9%	\$9,700,000	\$0.34
Facility Renewal (U of M) <sup>2</sup>	\$135,797,000	20%	\$22,632,000	\$0.77
Repair & Replacement (R&R)	\$51,054,000	8%	\$8,509,000	\$0.29
Utility Infrastructure	\$63,387,000	10%	\$10,565,000	\$0.36
Value of Razed Facilities	\$48,023,000	7%	\$8,004,000	\$0.27
Auxiliary Funds	\$114,874,000	17%	\$19,146,000	\$0.66
<b>Total</b>	<b>\$666,833,000</b>	<b>100%</b>	<b>\$111,139,000</b>	<b>\$3.80</b>

<sup>1</sup>29.3M Gross Square Feet (GSF) based on 2014 inventory of active / owned facilities

<sup>2</sup>Facility Renewal comprised of State debt (30%), U of M debt (27%), U Funds, Local Funds, Grants Gifts, Self-Support Funds

<sup>3</sup>Figures from U of M Annual Capital Budgets; does not reflect smaller renewal investments not itemized on Capital Budget

The University's average rate of renewal is slightly lower than peers. It is encouraging to note that both peers and the University have increased rates during the last five years by approximately 15% compared to the last 10 years, in recognition of growing renewal backlogs. Unfortunately, this still does not represent a sufficient or sustainable level of investment. Finally, it is worth pointing out that the University's starting condition is slightly worse than peers, so the level of investment required to "catch-up" is greater.

HEAPR is a foundational source of facility renewal funding but it is not the University's only source of funding. Other state investments in major facility renovation projects assist the University in maintaining its physical plant. In addition, the University invests its own funds through major renewal projects, repair & replacement funds from the operating budget, utility infrastructure renewal projects from self-assessed utility charges, and self-generated auxiliary funds that are reinvested in auxiliary-supported buildings. Additionally, the University has embarked on a renewal cost avoidance program by investing its own funds in the demolition of obsolete facilities.

### **Facility Condition Strategies**

Facility condition needs exceed available funding. The University continues to work toward sustainable solutions that balance funding with needs. Multiple strategies, as listed below, are being used to address ongoing facility needs.

- Utilize existing space
  - Maximizing the utilization of current space minimizes the need for additional space.
- Demolish or decommission targeted facilities
  - Eliminating time worn facilities that no longer represent a good long term investment to the University frees up renewal funds for the remaining portfolio.
  - Multiple evaluation criteria are used to identify potential candidates, including: significant facility condition deficiencies, renovation costs that approach or exceed replacement cost, inefficient space utilization, lack of flexibility for alternative uses and incompatibility with Master and District Planning.
- Maximize energy conservation and implement district utility strategies
  - Investing in projects that maximize energy conservation reduce the operating burden and help redirect funds toward facility improvement.
  - District utility strategies aid with retirement of antiquated, stand-alone systems that require excessive maintenance and renewal dollars.

- Target individual system improvements
  - Absent sufficient funding to fully renovate facilities, available funds are targeted toward the most critical systems and components to ensure access, safety, reliability and functionality.
- Renovate existing spaces
  - When feasible, full renovation is typically more economical than piecemeal improvements due to benefits in scheduling, coordination and strategic procurement.
- Build new facilities
  - Adding new facilities technically improves the overall condition index (FCNI) only because the denominator (Current Replacement Value) increases while the numerator (Facility Needs) does not. It is important to understand this mathematical relationship since the true inventory of preexisting needs is not improved.

### **Facility Condition Assessment Improvements**

Funding for enterprise improvements to the FCA program was approved by the Board of Regents in March 2013. Ongoing initiatives include:

- Update aging facility assessments
  - From 2013 to 2015 existing enterprise facility assessments will be completely updated. Prior to this update, assessments were seven years old on average; best practice recommends updating assessments every five years.
- Replace obsolete software
  - Modern FCA software was installed in 2013 to replace outdated software from 2002. New features and functionality allow users to access data in more meaningful ways to improve investment decisions.
- Consolidate data
  - New software and processes allow us to consolidate additional pieces of facility condition data formerly dispersed throughout the University system.
- Expand assessments to include entire University system
  - Assessments at all campuses – particularly Duluth, Crookston, and Research and Outreach Centers and Field Stations – were greatly expanded to build a more thorough enterprise view of condition and needs.

Assessments expanded to include greater percentage of University system

Campus	Total GSF <sup>1</sup>	2002 - 2007		2013 - 2015	
		Assessments (GSF)	% of Campus <sup>2</sup>	Assessments (GSF)	% of Campus
Twin Cities	24,784,289	22,432,241	91%	23,297,686	94%
Duluth	3,263,024	1,949,687	60%	2,343,938	72%
Morris	962,630	921,627	96%	921,627	96%
Crookston	635,041	329,451	49%	524,662	83%
ROCs	1,489,196	0	0%	910,809	61% <sup>3</sup>
<b>Totals</b>	<b>31,134,180</b>	<b>25,633,006</b>	<b>82%</b>	<b>27,883,254</b>	<b>90%</b>

<sup>1</sup> Gross Square Feet. Does not match official statement of space; includes parking ramp decks.

<sup>2</sup> Includes all formally assessed facilities and those <5 years old based on construction or renovation date.

<sup>3</sup> Represents approximately 90% of 'FCA eligible' facilities (those with mechanical, electrical, plumbing)

All scheduled assessments were completed during 2013 and 2014 with exception of Twin Cities campus, which is being assessed over three years through 2015. Updated findings from the 2013 and 2014 assessments are included in this year's report.

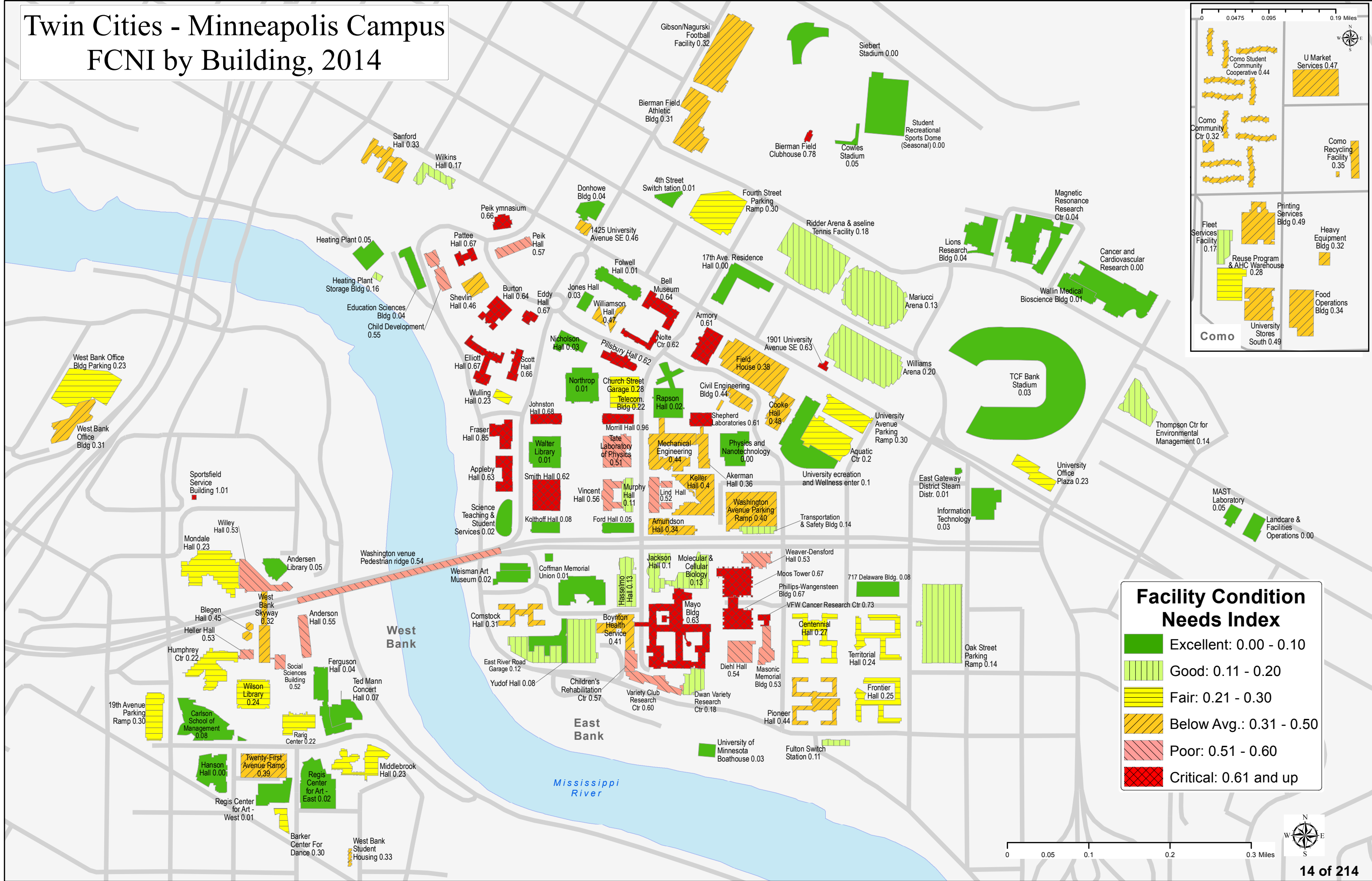
### **Background Information**

The Facilities Condition Assessment has been discussed annually with the Board of Regents Facilities and Operations Committee since 2003.

Reviewing the Facilities Condition Assessment provides a framework for the upcoming review of the Six-Year Capital Plan.

# Twin Cities - Minneapolis Campus

## FCNI by Building, 2014



# Twin Cities - St Paul Campus

## FCNI by Building, 2014

Research  
Weather  
Station 0.26

Botany  
Field  
House 0.62

Field  
Operations  
Bldg 0.07

Gymnasium  
0.32

Kaufert  
Laboratory 0.84

Plant Growth  
Facilities-West  
0.34

Agricultural  
Chemical  
Storage  
Bldg 0.46

Metering  
Station  
0.96

Skok Hall  
0.31

Hodson  
Hall 0.88

Alderman  
Hall 0.60

Plant Growth  
Facilities-West  
0.18

Plant Growth  
Facilities-West  
0.21

Biological  
Sciences  
Greenhouse  
0.45

St. Paul  
Chiller  
Plant 0.05

Green  
Hall 0.33

Soil  
Science  
0.87

Borlaug  
Hall 0.29

Plant Growth  
Facilities-West  
0.11

Plant Growth  
Facilities-West  
0.11

Maes/Mda Plant Growth  
Facilities 0.12

Leatherdale  
Equine  
Ctr 0.02

Equine  
Center  
Overflow  
Building 0.02

Bailey Hall 0.34

Dining Ceter 0.76

Ecology  
Bldg 0.19

Gortner  
Laboratory 0.60

Hayes  
Hall 0.51

Crops Research  
Bldg 0.66

Crop Service Bldg 0.56

Poultry Teaching  
& Research Facil 0.63

Dairy Teaching  
& Research 0.15

Student Center 0.53

McNeal  
Hall 0.52

Snyder  
Hall 0.53

Farm Crops  
Field House 0.61

Minnesota Crop  
Improvement  
Center 0.43

Research  
Animal  
Resources 0.36

Agriculture  
and Landscape  
Building 0.08

Sheep  
Research  
0.17

Quarantine Barn 0.65

Agromony Seed House 0.67

Farm and  
Grounds  
Maintenance  
Bldg 0.48

Breeding  
House 0.28

Animal Waste  
Treatment  
Center 0.16

Swine  
Research  
Facility 0.75

Hog Barn #3  
0.51

Biological  
Sciences  
0.48

Magrath Library 0.43

Learning and  
Environmental  
Sciences 0.25

Continuing Education &  
Conference Ctr 0.50

Fitch Avenue  
Utility Building 0.01

Coffey  
Hall 0.54

Ruttan  
Hall 0.51

Gortner Avenue  
Parking  
Ramp 0.20

Peters Hall 0.15

Biosystems &  
Ag Engineering  
Bldg 0.28

Engineering  
And Fisheries  
Laboratory 0.26

Ben Pomeroy Student-  
Alumni Learning 0.08

Gabbert Raptor  
Ctr 0.27

Molecular & Cellular  
Therapeutics 0.29

Animal Science/veterinary  
Medicine 0.56

Haecker  
Hall 0.19

Veterinary Medical  
Ctr North 0.50

Large Animal  
Holding 0.54

Boss Laboratory of  
Meat Science 0.55

Veterinary Medical Ctr  
South 0.41

Animal  
Arena 0.60

Food Science  
and Nutrition 0.28

Veterinary Science 0.36

Vet  
Diagnostic  
Laboratory 0.53

Veterinary  
Isolation  
Buildings 0.64

Veterinary  
Animal  
Facility 0.28

Pump House  
No. 3 0.16

St Paul  
Heating  
Plant 0.52

Facilities  
Management  
Bldg 0.18

Commonwealth  
Terrace  
Community  
Ctr 0.57

Commonwealth Terrace  
Cooperative 0.57

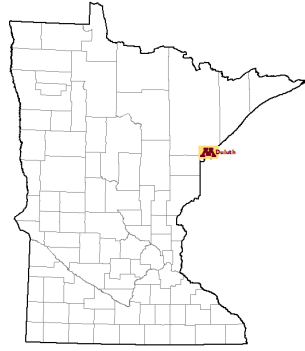
### Facility Condition Needs Index

- Excellent: 0.00 - 0.10
- Good: 0.11 - 0.20
- Fair: 0.21 - 0.30
- Below Avg.: 0.31 - 0.50
- Poor: 0.51 - 0.60
- Critical: 0.61 and up

0 0.05 0.1 0.2 0.3 Miles



# Duluth FCNI by Building, 2014



## Facility Condition Needs Index

- Excellent: 0.00 - 0.10
- Good: 0.11 - 0.20
- Fair: 0.21 - 0.30
- Below Avg.: 0.31 - 0.50
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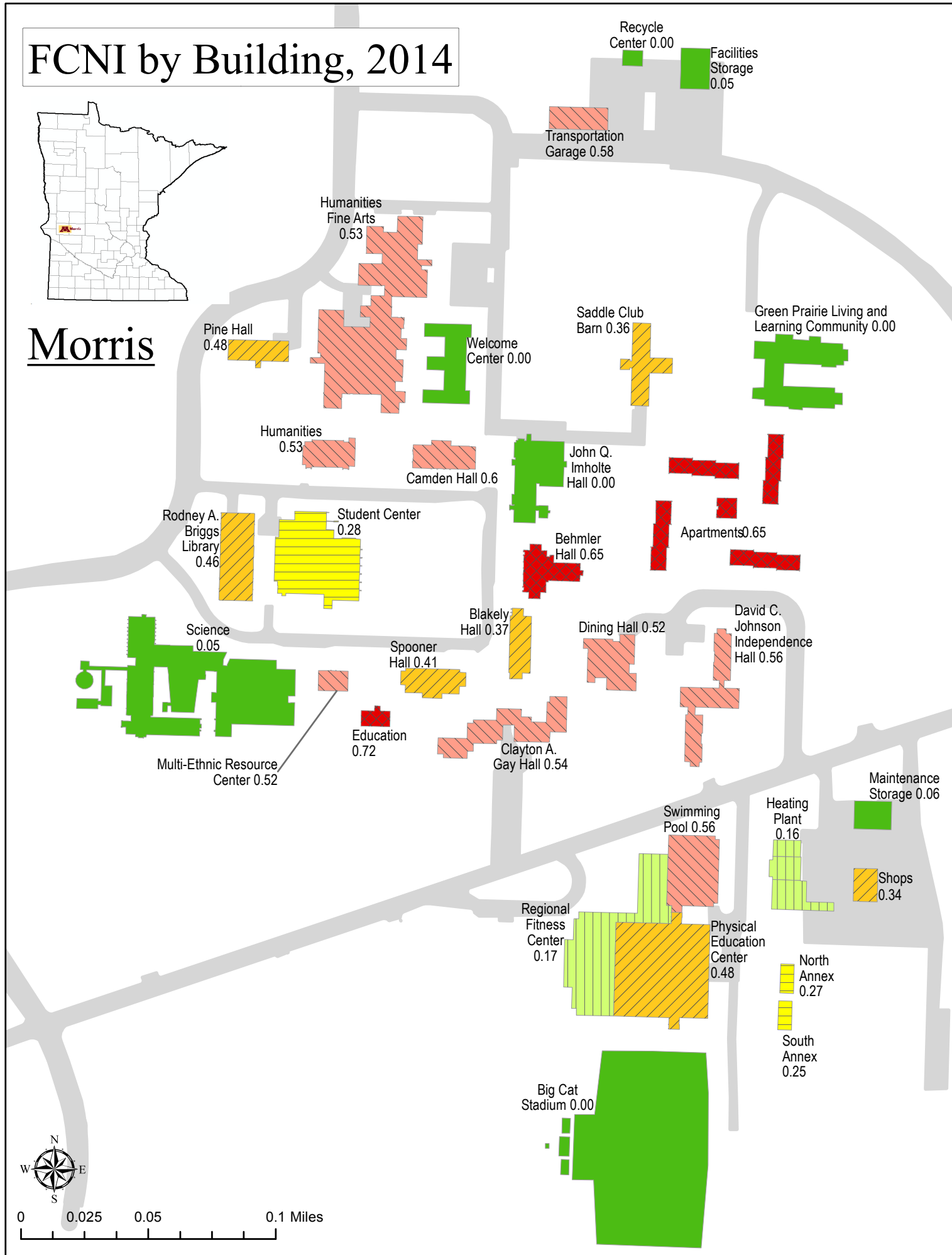




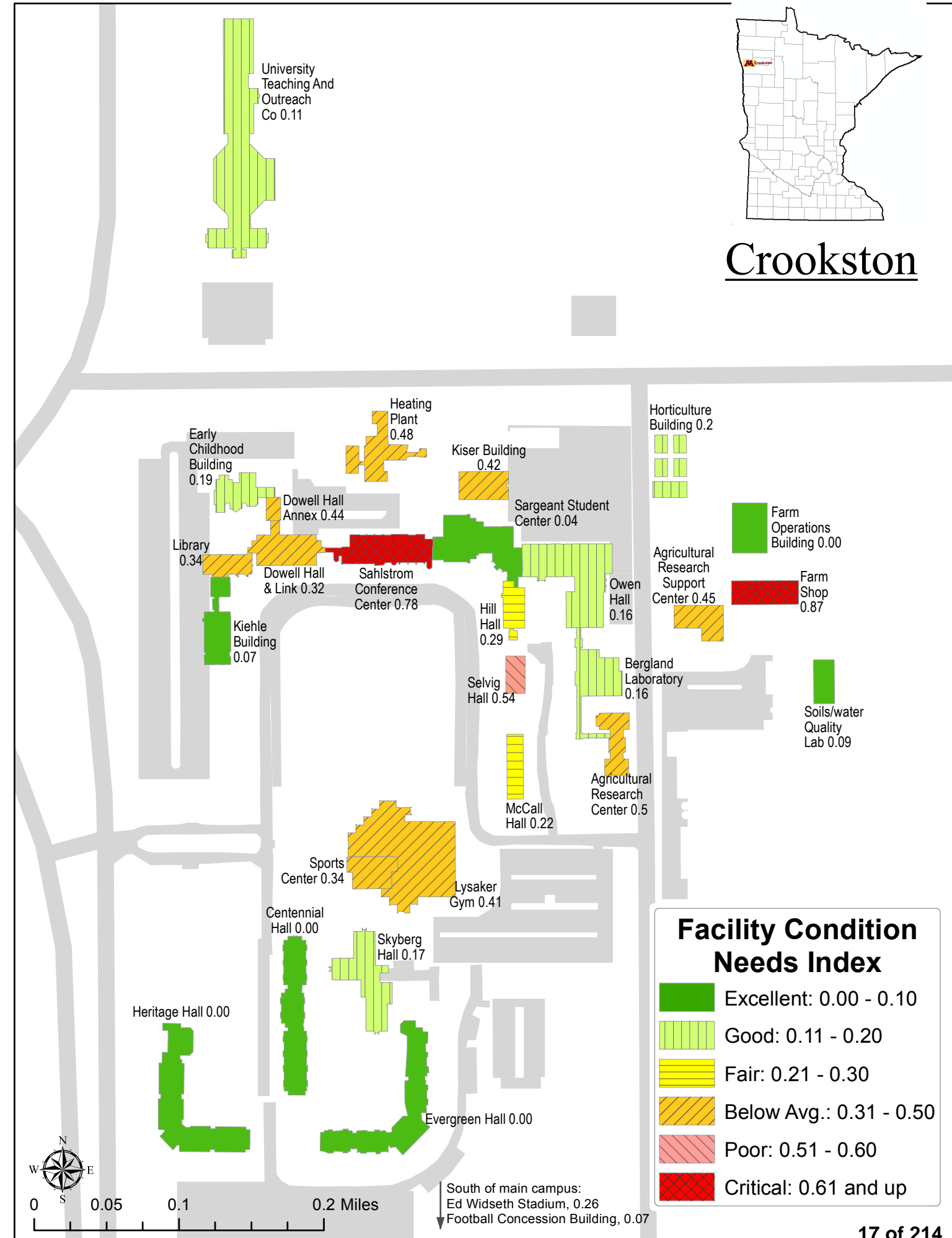
# FCNI by Building, 2014



## Morris



## Crookston



### Facility Condition Needs Index

- Excellent: 0.00 - 0.10
- Good: 0.11 - 0.20
- Fair: 0.21 - 0.30
- Below Avg.: 0.31 - 0.50
- Poor: 0.51 - 0.60
- Critical: 0.61 and up



Bldg No	Building Name	GSF	Condition									
001	EDDY HALL	27,145	Critical	129	17TH AVENUE RESIDENCE HALL	230,747	Excellent	267	PEIK HALL	63,771	Poor	
002	PILLSBURY HALL	59,476	Critical	134	PRINTING SERVICES BUILDING	81,372	Below Avg	268	PEIK GYMNASIUM	20,150	Critical	
003	PATTEE HALL	28,991	Critical	138	SIEBERT STADIUM (NEW)	3,082	Excellent	273	TED MANN CONCERT HALL	72,129	Excellent	
005	NICHOLSON HALL	72,958	Excellent	139	BIERMAN FIELD ATHLETIC BUILDING	119,029	Below Avg	299	SCIENCE TEACHING + STUDENT SERVICES	121,714	Excellent	
006	WULLING HALL	29,062	Fair	140	MN GEOLOGICAL SURVEY	43,225	Below Avg	322	COFFEY HALL	122,975	Poor	
008	BURTON HALL	56,292	Critical	142	MALCOLM MOOS HEALTH SCIENCE TOWER	671,426	Critical	326	BEN POMEROY STUDENT-ALUMNI LEARNING	14,185	Excellent	
011	ARMORY BUILDING	72,709	Critical	143	DWAN VARIETY CLUB CARDIO RESEARCH CENTER	183,977	Good	334	BIOSYSTEMS AND AGRICULTURAL ENGINEERING	57,268	Fair	
017	JONES HALL	27,452	Excellent	144	PHILLIPS - WANGENSTEEN BUILDING	576,719	Critical	335	ENGINEERING AND FISHERIES LABORATORY	33,401	Fair	
019	CHILD DEVELOPMENT BUILDING	47,578	Poor	147	WEAVER - DENSFORD HALL	195,437	Poor	338	MCNEAL HALL	196,043	Poor	
020	ELLIOTT HALL	190,499	Critical	150	COMO COMMUNITY CENTER	9,277	Below Avg	342	ST. PAUL GYMNASIUM	57,201	Below Avg	
021	SHEVLIN HALL	39,807	Below Avg	151	COMO MARRIED STUDENT HOUSING	349,703	Below Avg	350	HAECKER HALL	58,703	Good	
022	FOLWELL HALL	119,509	Excellent	152	WILLIAMSON HALL	91,316	Below Avg	351	HOG BARN	4,914	Poor	
028	SANFORD HALL	157,006	Below Avg	153	CANCER CARDIOVASCULAR RESEARCH BUILDING	287,594	Excellent	352	SNYDER HALL	43,587	Poor	
030	ROY WILKINS HALL	74,584	Good	154	REUSE PROGRAM AND AHC WAREHOUSE	63,384	Fair	354	GOLF COURSE CLUBHOUSE	8,672	Critical	
031	LIND HALL	96,612	Poor	156	CIVIL ENGINEERING BUILDING	157,481	Below Avg	357	GREEN HALL	61,228	Below Avg	
032	JACKSON HALL	150,393	Excellent	159	GIBSON/NAGURSKI FOOTBALL PRACTICE FCITY	127,682	Below Avg	364	HAYES HALL	25,463	Poor	
035	SMITH HALL	192,152	Critical	161	TELECOMMUNICATIONS BUILDING	16,805	Fair	365	STAKMAN HALL	23,766	Poor	
037	APPLEBY HALL	89,858	Critical	165	KENNETH H. KELLER HALL	336,650	Below Avg	370	PLANT GROWTH FACILITIES - WEST (AVERAGE)	63,847	Fair	
040	SCOTT HALL	35,597	Critical	167	UNIVERSITY AQUATIC CENTER	81,817	Good	371	VETERINARY MEDICAL CENTER SOUTH	115,788	Below Avg	
041	EDUCATION SCIENCES BUILDING	67,839	Excellent	169	UNIVERSITY RECREATION CENTER	291,228	Excellent	372	PETERS HALL	52,748	Good	
042	WALTER LIBRARY	237,518	Excellent	171	COMMUNITY UNIVERSITY HEALTH CARE CENTER	17,855	Fair	373	MAGRATH LIBRARY	83,155	Below Avg	
044	DONHOWE BUILDING	91,094	Excellent	172	WEISMAN ART MUSEUM, THE FREDERICK R.	100,328	Excellent	374	VETERINARY SCIENCE	92,500	Below Avg	
046	MORRILL HALL	80,205	Critical	173	CHILD DEVELOPMENT CENTER	18,597	Fair	376	STUDENT CENTER	85,033	Poor	
049	TATE LABORATORY OF PHYSICS	200,491	Poor	174	LIONS RESEARCH BLDG/MCGUIRE TR FACILITY	152,312	Excellent	379	FACILITIES MANAGEMENT	42,028	Good	
050	WILLIAMS ARENA	277,307	Good	176	MARIUCCI ARENA	234,476	Good	381	FOOD SCIENCE AND NUTRITION	85,732	Fair	
051	FRASER HALL	92,994	Critical	177	THOMPSON CTR FOR ENVIRONMENTAL MGMT	46,114	Good	382	SOILS	35,829	Critical	
052	PIONEER HALL	177,550	Below Avg	178	NILS HASSELMO HALL	280,147	Good	383	BAILEY RESIDENCE HALL	116,944	Below Avg	
053	NORTHROP MEMORIAL AUDITORIUM	194,112	Excellent	180	CENTER FOR MAGNETIC RESONANCE RESEARCH	105,167	Excellent	385	VETERINARY DIAGNOSTIC LABORATORY	74,443	Poor	
056	COOKE HALL	87,187	Below Avg	181	RIDDER ARENA & BASELINE TENNIS FACILITY	166,856	Good	386	VETERINARY ISOLATION BUILDINGS	10,081	Critical	
057	NOLTE CENTER FOR CONTINUING EDUCATION	83,904	Critical	182	MCNAMARA ALUMNI CENTER (LEASED)	293,889	Good	387	KAUFERT LABORATORY	39,988	Critical	
058	ST. ANTHONY FALLS LABORATORY	66,433	Excellent	184	INFORMATION TECHNOLOGY	35,795	Excellent	388	CROP SERVICE BUILDING	21,632	Poor	
060	VINCENT HALL	94,988	Poor	185	FLEET SERVICES FACILITY	26,926	Good	389	CROPS RESEARCH BUILDING	30,040	Critical	
061	JAMES F. BELL MUSEUM OF NATURAL HISTORY	80,438	Critical	186	MOLECULAR AND CELLULAR BIOLOGY	259,981	Good	390	BAILEY DINING CENTER	33,215	Critical	
062	MURPHY HALL	53,077	Good	187	JANE SAGE COWLES STADIUM	5,611	Excellent	393	HODSON HALL	82,302	Critical	
063	COMSTOCK HALL	174,367	Below Avg	189	MARK G. YUDOF HALL	188,436	Excellent	394	ALDERMAN HALL	62,698	Poor	
064	COFFMAN MEMORIAL UNION	332,884	Excellent	190	UNIVERSITY OF MINNESOTA BOATHOUSE	17,838	Excellent	396	CHRISTENSEN LABORATORY	32,256	Critical	
066	AMUNDSON HALL (RENOVATION IN PROGRESS)	152,643	Good	191	MAST LABORATORY	9,537	Excellent	397	VETERINARY ANIMAL FACILITY	4,840	Fair	
067	UNIVERSITY OF MINNESOTA FIELD HOUSE	89,362	Below Avg	192	UNIVERSITY OFFICE PLAZA	124,237	Fair	410	GORTNER LABORATORY	72,332	Poor	
068	CENTENNIAL HALL	233,341	Fair	193	717 DELAWARE BUILDING	201,334	Good	411	BIOLOGICAL SCIENCE	207,115	Below Avg	
069	VARIETY CLUB RESEARCH CENTER	99,946	Poor	196	TCF BANK STADIUM	545,351	Excellent	412	RUTTAN HALL (FORMER CLASSROOM OFFICE BLDG)	128,944	Poor	
070	BOYNTON HEALTH SERVICE	143,973	Below Avg	197	WMBB-WALLIN MEDICAL BIOSCIENCES BLDG	118,858	Excellent	413	BOSS LABORATORY OF MEAT SCIENCE, A. B.	56,060	Poor	
071	FORD HALL	84,365	Excellent	198	LANDCARE AND FACILITIES OPERATIONS	20,986	Excellent	414	BIOLOGICAL SCIENCE GREENHOUSE	11,470	Below Avg	
072	BIERMAN FIELD CLUBHOUSE	3,281	Critical	201	WALTER W. HELLER HALL	103,926	Poor	415	PLANT GROWTH FACILITIES - WEST	13,091	Fair	
073	JOHNSTON HALL	79,782	Critical	202	SOCIAL SCIENCES BUILDING	106,511	Poor	416	ANIMAL SCIENCE/VETERINARY MEDICINE	141,613	Poor	
074	MAYO BUILDING	861,159	Critical	203	BLEGEN HALL	100,813	Below Avg	419	RESEARCH ANIMAL RESOURCES BUILDING	17,189	Below Avg	
093	1901 UNIVERSITY AVENUE SE	10,385	Critical	204	O. MEREDITH WILSON LIBRARY	381,221	Fair	420	EARLE BROWN CONTINUING EDUCATION CENTER	71,936	Below Avg	
095	EASTCLIFF / PRESIDENTS HOUSE	19,609	Fair	205	ANDERSON HALL	82,694	Poor	423	AGRONOMY AND PLANT GENETICS GREENHOUSE	12,892	Below Avg	
098	UNIVERSITY STORES SOUTH	55,183	Below Avg	207	WILLEY HALL	73,106	Poor	426	LEARNING AND ENVIRONMENTAL SCIENCES	103,718	Fair	
099	COMO RECYCLING FACILITY	21,083	Below Avg	208	MIDDLEBROOK HALL	262,156	Fair	427	VETERINARY MEDICAL CENTER NORTH	121,585	Below Avg	
103	TRANSPORTATION AND SAFETY BUILDING	38,382	Good	209	RARIG CENTER	133,072	Fair	429	BORLAUG HALL	122,922	Fair	
105	TERRITORIAL HALL	138,602	Fair	211	MONDALE HALL	294,812	Fair	430	DAIRY CATTLE TEACHING & RESEARCH CENTER	23,903	Good	
107	MASONIC CANCER CENTER	99,325	Poor	212	WEST BANK SKYWAY	15,269	Below Avg	432	AGRONOMY GREENHOUSE CLASSROOM	9,244	Good	
109	VFW CANCER RESEARCH CENTER	25,977	Critical	213	WEST BANK STUDENT HOUSING	7,259	Below Avg	434	GABBERT RAPTOR CENTER	20,444	Fair	
110	FRONTIER HALL	153,299	Fair	215	FERGUSON HALL	111,424	Excellent	436	MINNESOTA MOLECULAR AND CELLULAR THERAPY	37,109	Fair	
111	DIEHL HALL LABORATORIES	194,544	Poor	216	HUMPHREY SCHOOL OF PUBLIC AFFAIRS	152,878	Fair	437	SKOK HALL	25,569	Below Avg	
112	RALPH RAPSON HALL	142,671	Excellent	218	WEST BANK OFFICE BUILDING	253,308	Fair	438	ECOLOGY BUILDING	102,191	Good	
113	FOOD OPERATIONS BUILDING	70,040	Below Avg	220	ELMER L. ANDERSEN LIBRARY	226,702	Excellent	439	CARGILL BLDG-MICROBIAL & PLANT GENOMICS	62,852	Good	
115	CHILDRENS REHAB CENTER	70,852	Poor	241	REGIS CENTER FOR ART - EAST	95,182	Excellent	440	ST PAUL CHILLER PLANT	16,472	Good	
120	PILLSBURY COURT	67,760	Below Avg	242	REGIS CENTER FOR ART - WEST	60,606	Excellent	445	FITCH AVE UTILITY BLDG	19,646	Excellent	
121	UNIVERSITY STORES NORTH	69,084	Below Avg	247	BARBARA BARKER CENTER FOR DANCE	19,454	Fair	455	SWINE RESEARCH FACILITY	10,559	Critical	
122	KOLTHOFF HALL	156,483	Excellent	249	CARLSON SCHOOL OF MANAGEMENT	305,042	Excellent	463	POULTRY TEACHING AND RESEARCH FACILITY	27,648	Below Avg	
125	SHEPHERD LABORATORIES	98,212	Critical	250	HERBERT M. HANSON JR. HALL	131,814	Excellent	481	ELIZABETH LYLE ROBBIE STADIUM	5,818	Excellent	
127	1425 UNIVERSITY AVENUE	20,864	Below Avg	265	MECHANICAL ENGINEERING BUILDING	267,536	Below Avg	485	PLANT GROWTH FACILITIES - EAST	35,201	Good	
				266	AKERMAN HALL	69,356	Below Avg	486	LEATHERDALE EQUINE CENTER	64,810	Excellent	

# Optimizing the University's Physical Assets: Facilities Condition Assessment

Board of Regents Facilities and Operations Committee  
September 11, 2014



UNIVERSITY OF MINNESOTA

**Driven to Discover<sup>SM</sup>**



# Policy Topics

- What percent of University resources should be allocated to facilities?
- How does facility quality contribute to a place-based experience, which ultimately drives competitive advantage?
- Does the University have the right type and amount of space (aligned, sustainable, managed)?
- What is an appropriate [minimum] condition standard for each facility (vintage, type, programmatic utility)?
- What is the best approach to stop adding to the backlog (e.g. strategic decommissioning, shifting to more predictable funding sources)?



# Outstanding Organization

## University Goal

**Outstanding Organization;** Be responsible stewards of resources, focused on service, driven by performance, and known as the best among peers.

## University Strategy

Be responsible stewards of resources

## Key Indicator

Facilities Condition

## Measure

Facilities Condition Needs Index (FCNI)





# Enterprise Facilities

29

Million Gross  
Square Feet

5

Unique Campuses

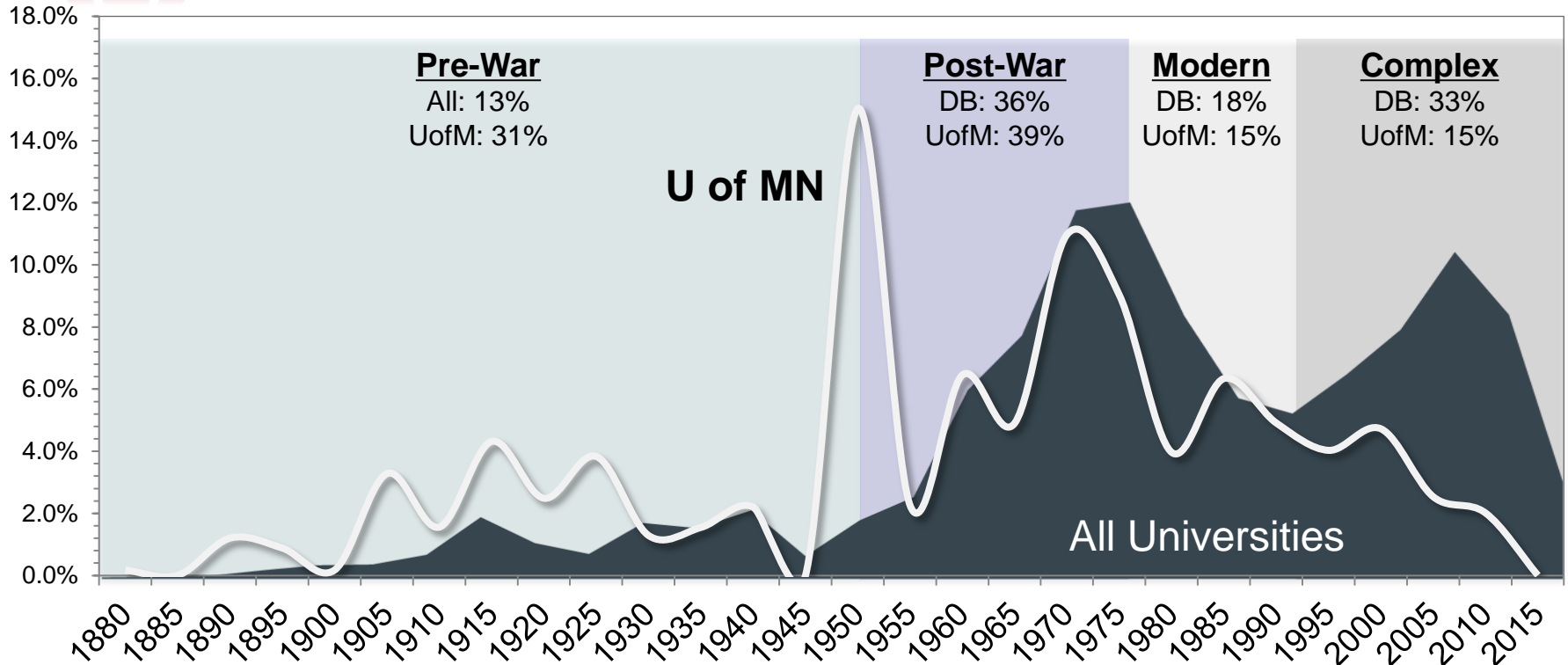
19

Research and  
Outreach Centers  
& Field Stations





# Campus Construction Eras





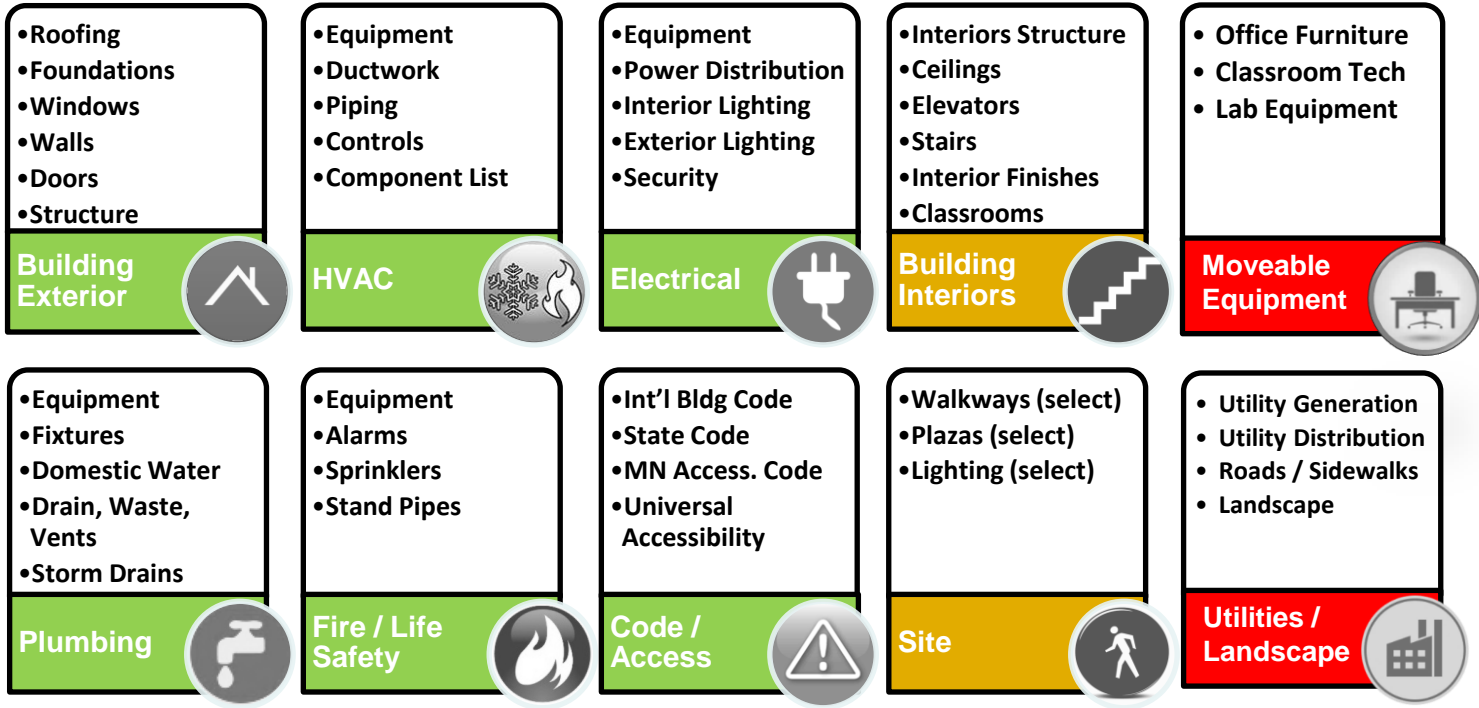


# Facilities Condition Assessment (FCA)

- Vision:
  - The enterprise source of the most accurate and up-to-date condition information for campus facilities and infrastructure used to ensure effective operations and guide renewal investments
- Operationally:
  - An independent, inspection based review of building conditions
  - Report prioritizes needs for facilities renewal over next ten years
  - Database provides a tool for accessing and utilizing data
  - Information used to measure long term facilities condition against established metrics and peers



# FCA Assessment Scope





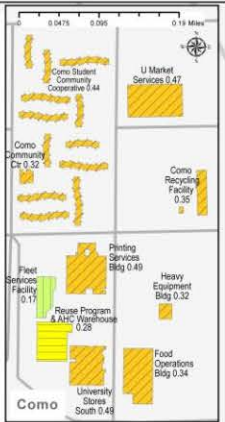
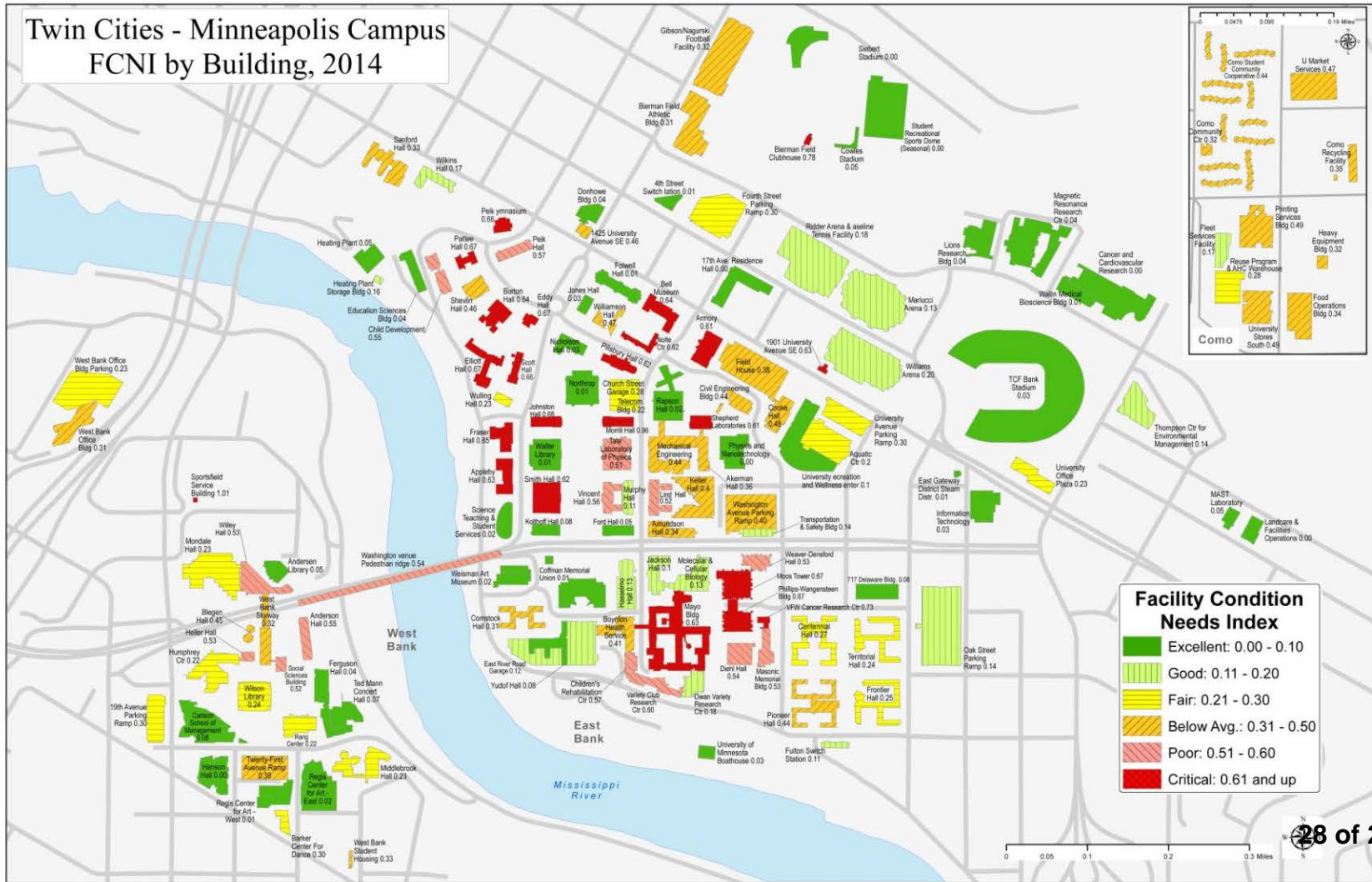
# Campus Condition

Campus	Total GSF <sup>1</sup>	Estimated Replacement Value <sup>2</sup>	Projected 10-Year Needs	10 Year Needs/Replacement Value = (FCNI)
Twin Cities	22,787,527	\$8,639,540,998	\$ 2,837,671,283	0.33
Duluth	3,233,888	\$968,930,667	\$ 262,611,844	0.27
Morris	993,166	\$359,732,192	\$ 131,879,334	0.37
Crookston	674,626	\$270,777,555	\$ 56,161,631	0.21
ROCs	1,576,493	\$240,513,943	\$ 53,533,685	0.22
<b>TOTALS</b>	<b>29,265,700</b>	<b>\$10,479,495,355</b>	<b>\$ 3,341,857,777</b>	<b>0.32</b>

<sup>1</sup> Total Gross Square Feet (formally assessed square feet approximately 80% of total). Excludes Rochester Campus. Does not include parking ramp decks.

<sup>2</sup> Limited portions of facility replacement value modeled pending completion of formal assessment and report.

# Twin Cities - Minneapolis Campus FCNI by Building, 2014



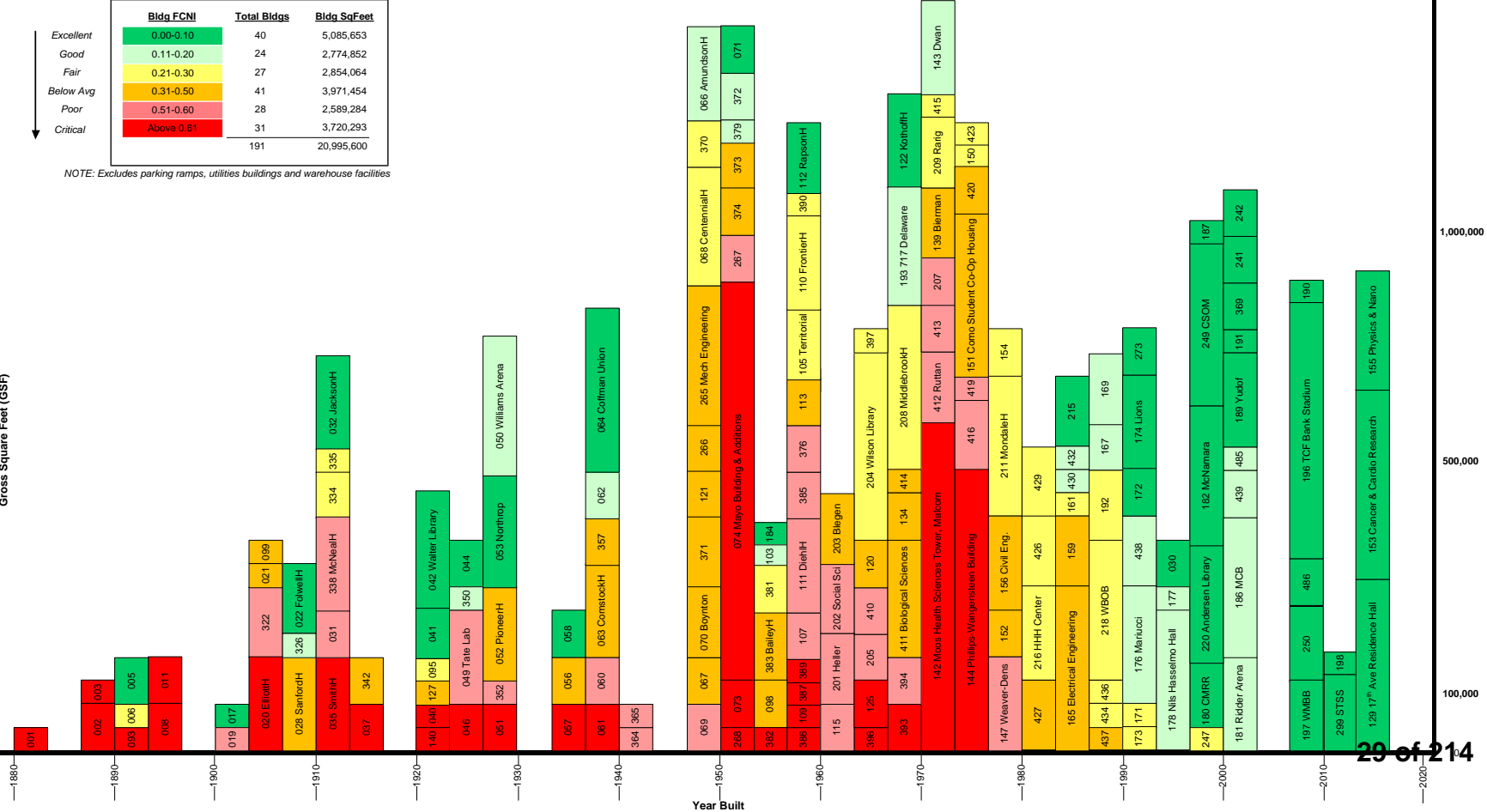
# Twin Cities GSF By Year Built and FCNI

50,000 GSF

	Bldg FCNI	Total Bldgs	Bldg SqFeet
Excellent	0.00-0.10	40	5,085,653
Good	0.11-0.20	24	2,774,852
Fair	0.21-0.30	27	2,854,064
Below Avg	0.31-0.50	41	3,971,454
Poor	0.51-0.60	28	2,589,284
Critical	Above 0.61	31	3,720,293
		191	20,995,600

NOTE: Excludes parking ramps, utilities buildings and warehouse facilities

Gross Square Feet (GSF)



1,500,000

1,000,000

500,000

100,000

0



# Renewal Funding Gap

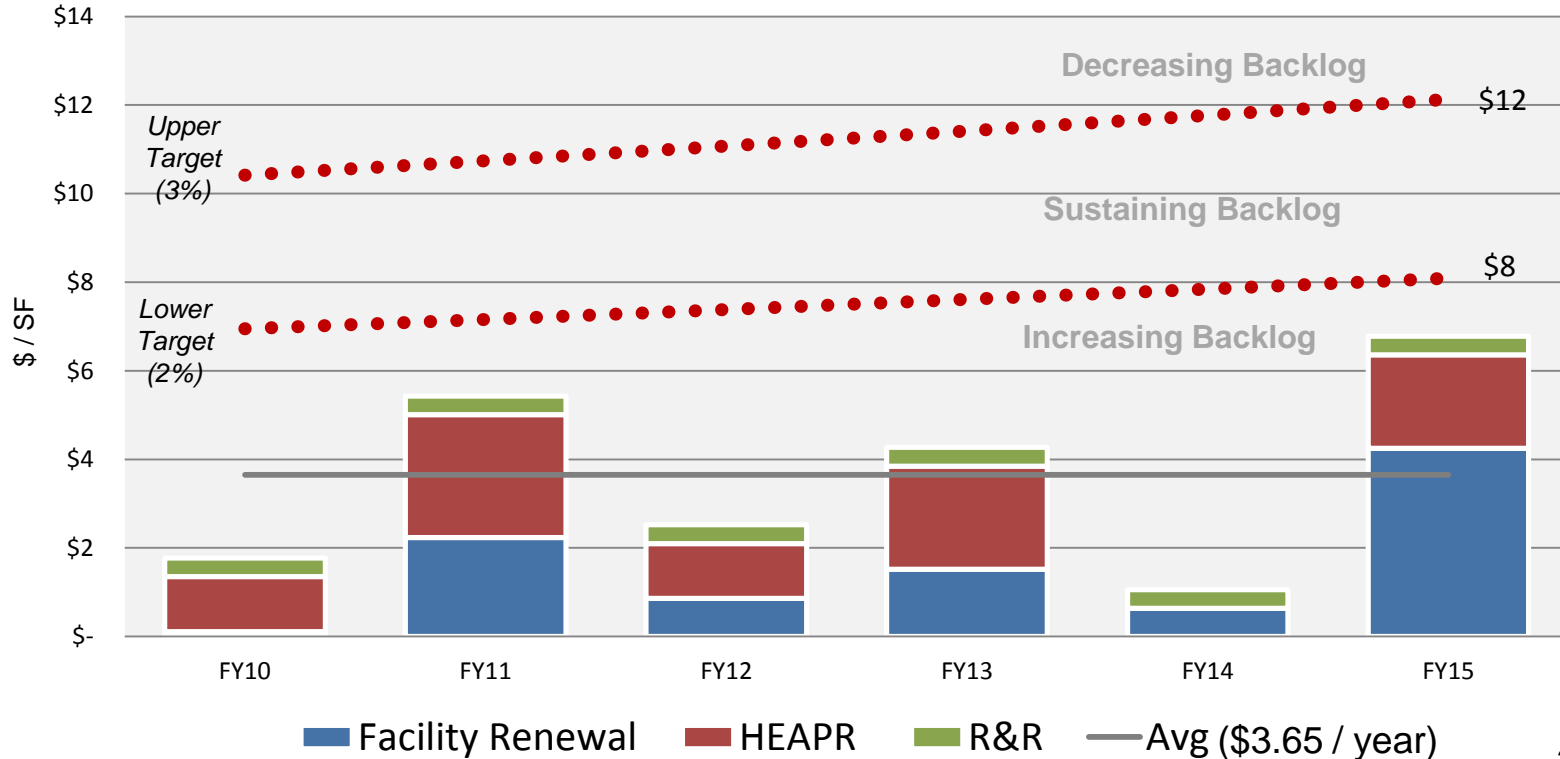
Enterprise Supported

- The U of M would need to invest an additional **\$4.50 per square foot** every year to sustain current condition



# Facility Investment vs. Target

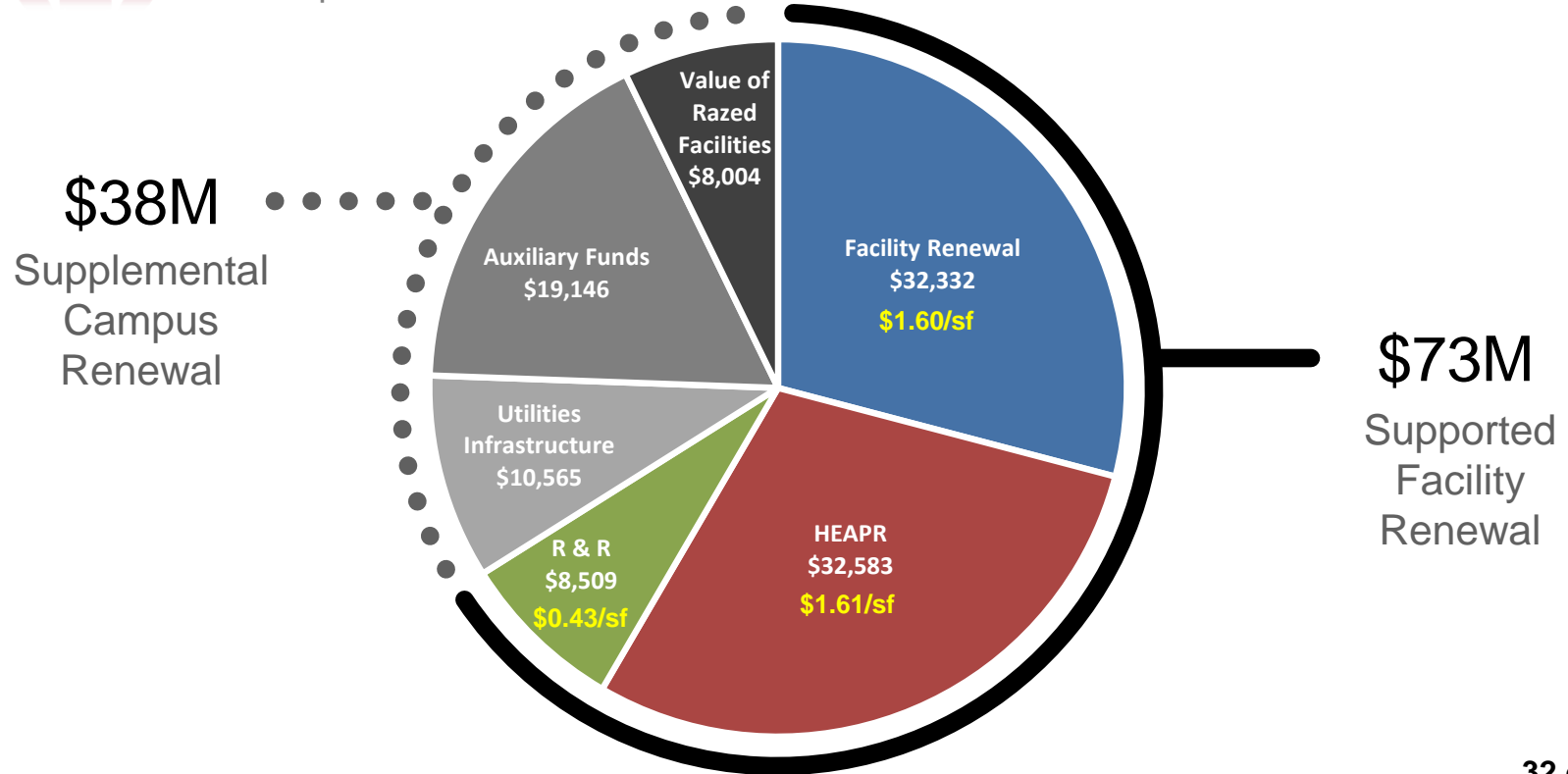
Enterprise Supported





# Annual Capital Renewal Funds: FY10-15

Enterprise

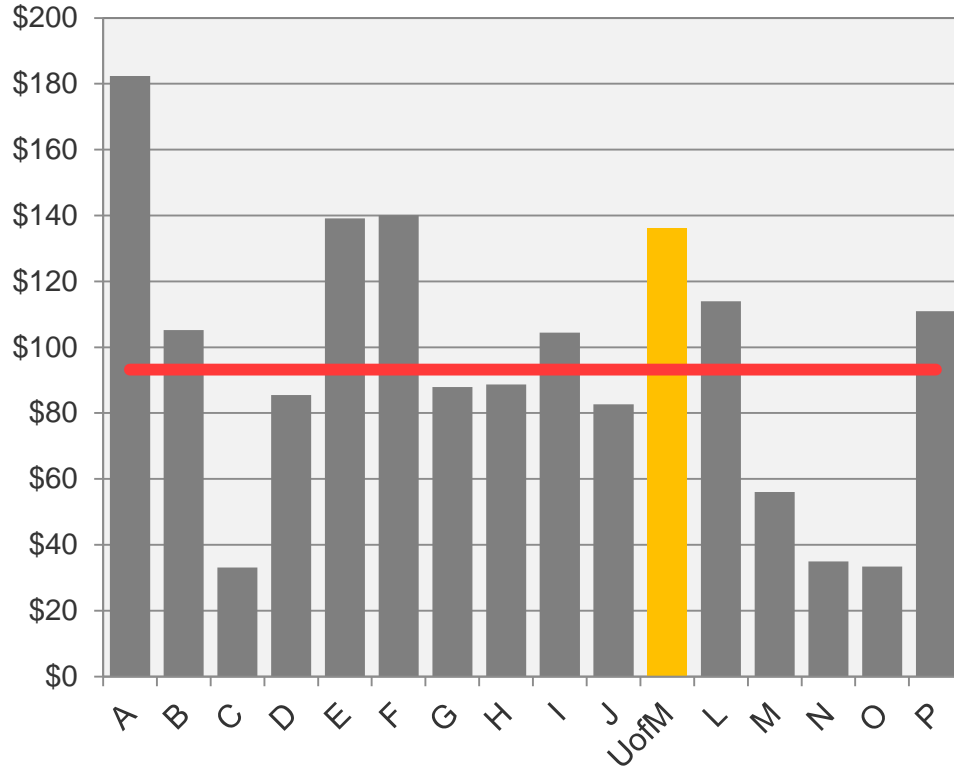






# Renewal Backlog vs Peers

Twin Cities Supported

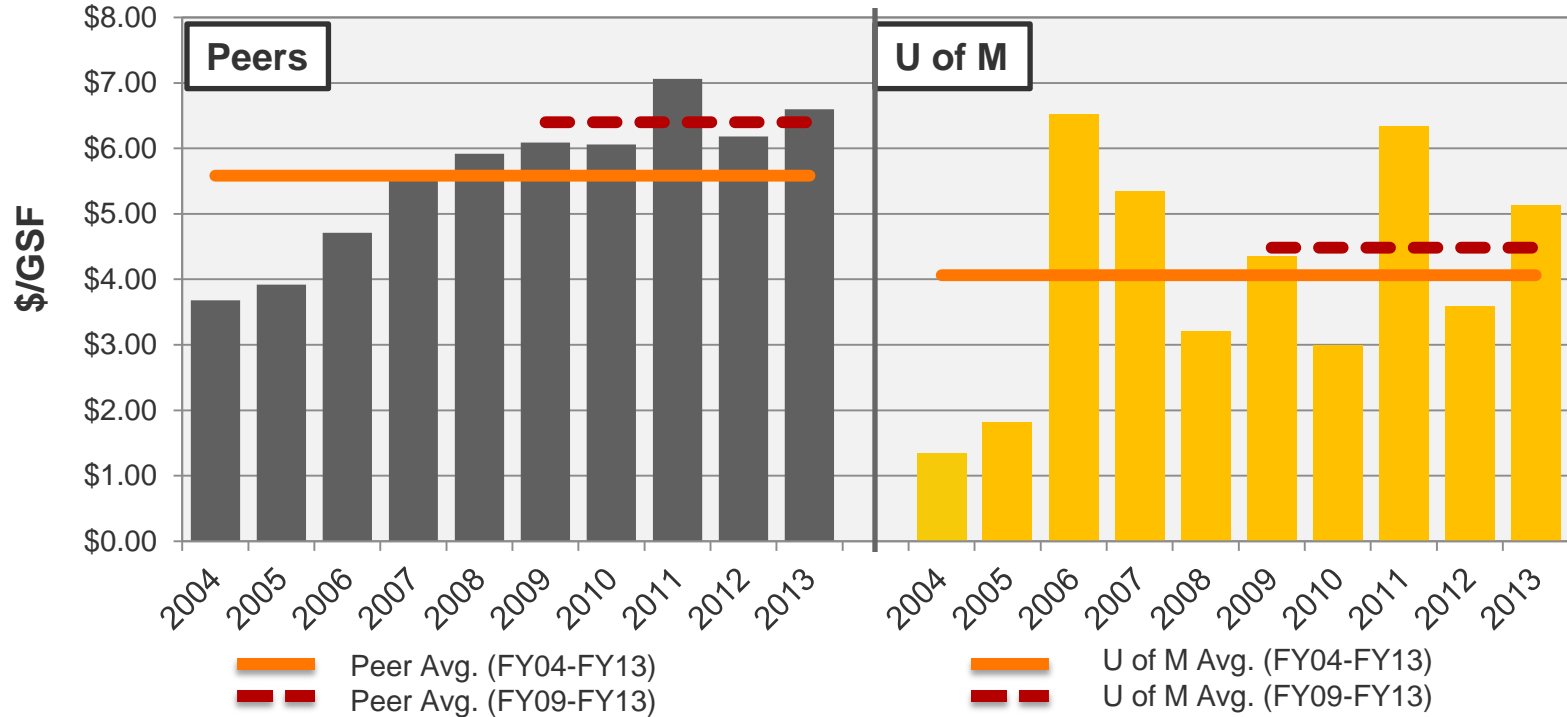


Institution	Big 10/12
Georgia Institute of Technology	
Indiana University	Big 10
Indiana University Purdue University - Indianapolis	
Massachusetts Institute of Technology	
New York University	
Northwestern University	
Princeton University	
Purdue University	Big 10
The Johns Hopkins University	
<i>The Ohio State University</i>	<i>Big 10</i>
<i>The Pennsylvania State University</i>	<i>Big 10</i>
<i>University of Illinois – Urbana Champaign</i>	<i>Big 10</i>
<i>University of Michigan – Ann Arbor</i>	<i>Big 10</i>
University of Missouri - Columbia	Big 12



# Renewal Spending vs Peers

Twin Cities Supported





# Facility Condition Strategies

2002-2014 UMTC Supported

- Utilize existing space
- Renovate existing space in coordination with Programs
- Maximize energy conservation and implement district utility strategies
- Target individual system improvements
- Demolish or decommission targeted buildings
- Build new facilities

## Renovated

- 11 Vital Buildings
- 1,200,000 GSF
- Retired \$200M+ of renewal work

## Razed

- 23 Obsolete Buildings
- 535,000 GSF
- Avoided \$31M renewal; \$1.25M annual O&M

## Built

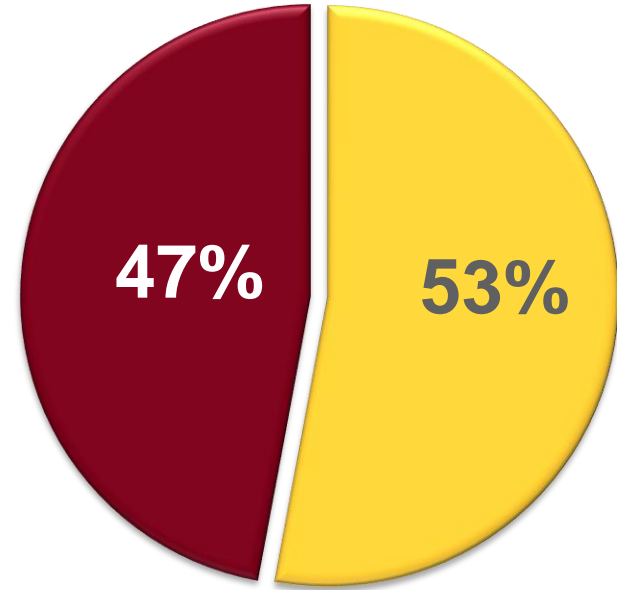
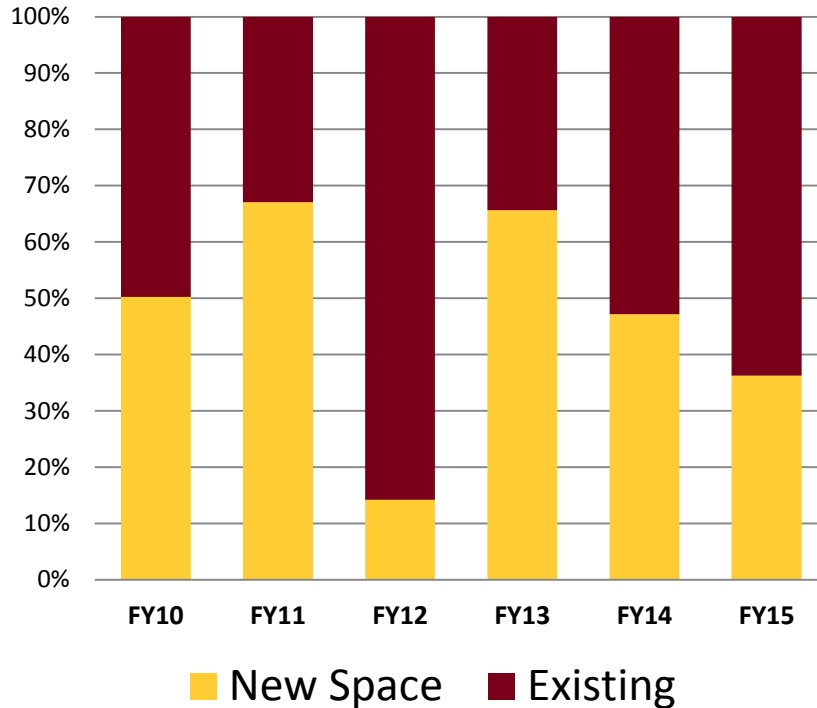
- 15 Modern Buildings
- 1,300,000 GSF
- Provided state of the art Teaching & Research Space

35 of 214



# Investment in New Space vs Existing

Enterprise



Average: FY10-15



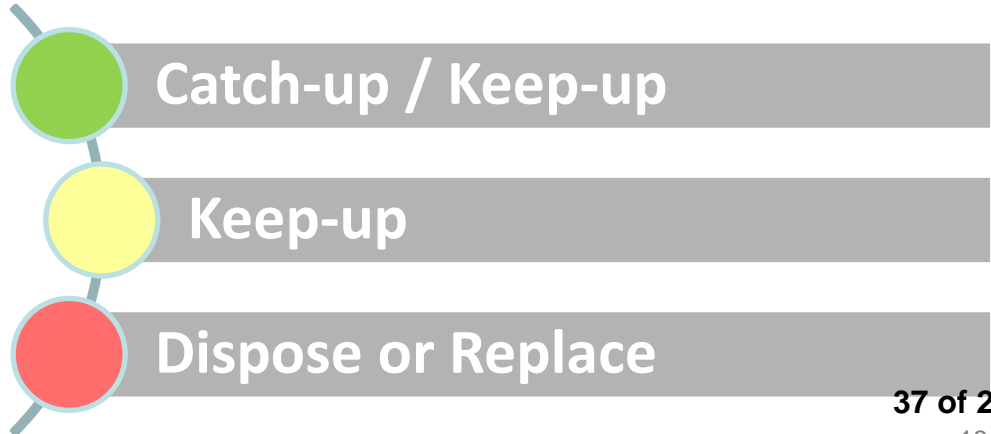
# Draft Investment Model

STAGE 1

Criteria Range	Condition (FCNI)	Renovation Cost (\$ per GSF)	Operations & Maint. Costs	Energy Demand (kBtu)	Space Efficiency	Historical Value (NHRP Status)	Code Rating (Deficiency Extent)
High / Poor	Critical	>\$200	>110%	>110%	Worst	None	0-Serious
↑	Poor	\$125-\$199					1-Major
Mid	Fair	\$75-\$124	95% to 110%	95% to 110%		Steward	2-Moderate
↓	Good	\$25-\$74					3-Minor
Low / Good	Excellent	<\$25	<95%	<95%	Best	Listed or Eligible	4-Not Significant

STAGE 2

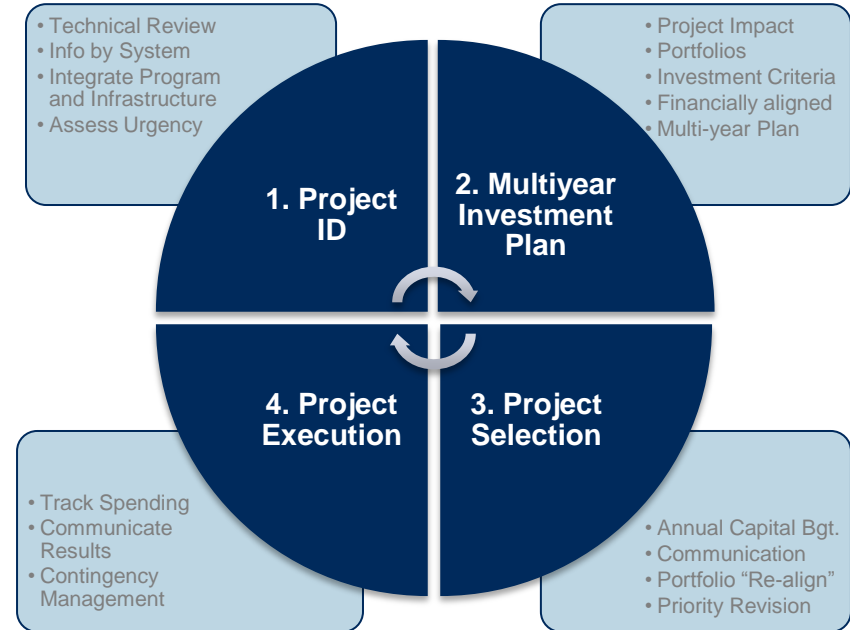
- Adaptability
- Master Plan Fit
- Image/Aesthetics
- Site Use
- Program Impact
- Economics





# Facility Renewal Portfolio

- Refine the inventory of needs
- Institute a process to prioritize projects based on outcome
- Coordinate repairs with modernization
- Align needs with financial capacity
- Modify management processes
- Measure, monitor & benchmark performance

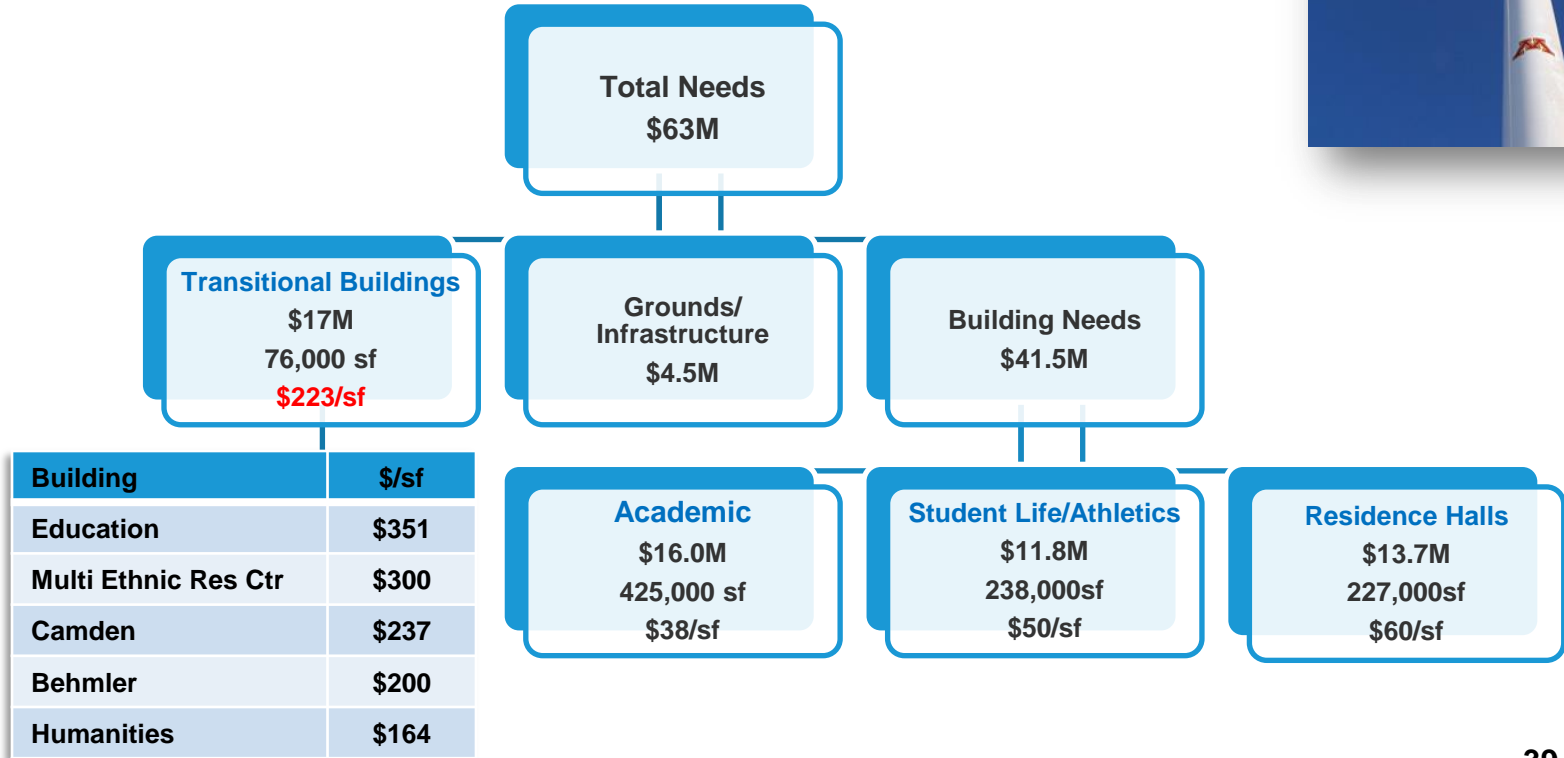


Courtesy: Sightlines LLC



# Facility Portfolio: Case Study

Morris Campus





# Enterprise Asset Management (EAM)

- Good data and robust planning are invaluable, but the U of M needs a comprehensive, integrated approach to achieve broad and sustainable change





# Better Campus Experience at Lower Cost

Improve how we:



## Build

- for lower life cycle cost
- for flexibility in use



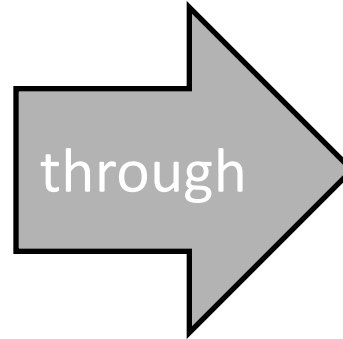
## Operate

- at lower cost
- to increase reliability



## Manage Space

- to improve productivity
- to increase utilization
- to lower total space



Enterprise Asset

Mgmt. Outcomes:

Consistent Processes

Informed  
Decisions

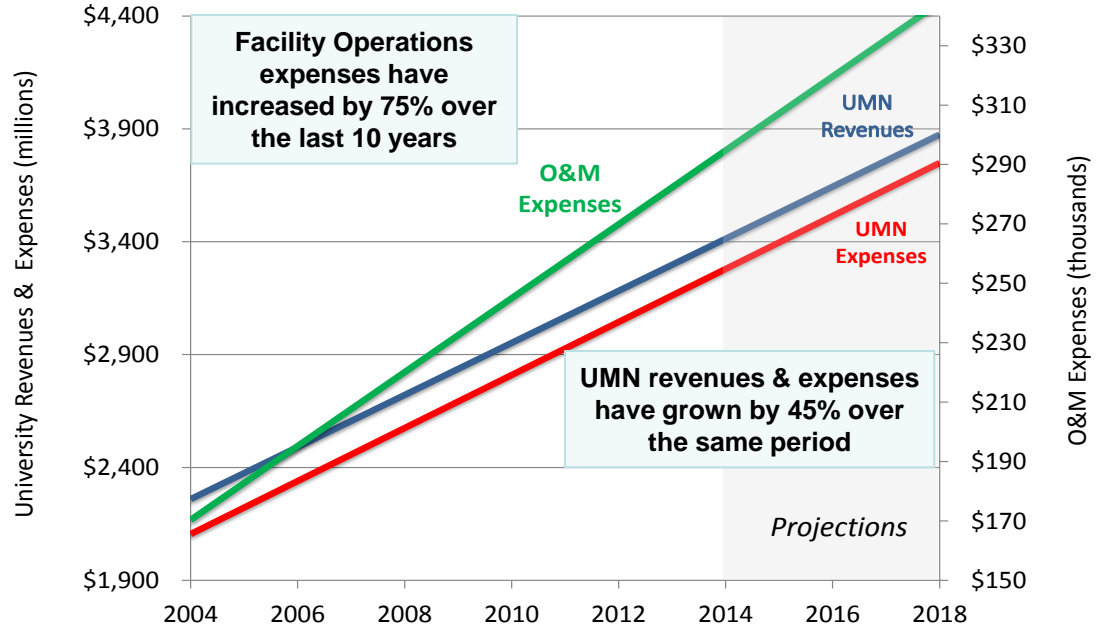
Shared and  
Powerful  
Application



# Current State

The University's current approach to asset management is unsustainable, which provides a compelling case for change.

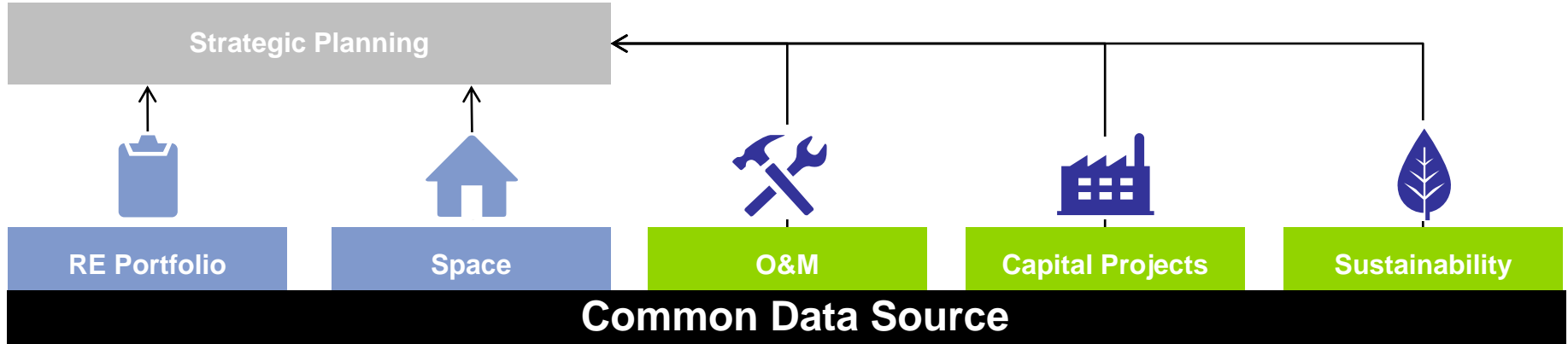
- Last year, the University spent \$267 million on Operations & Maintenance, 9% of total operating expenses
- Facility Operations expenses continue to grow as a result of the addition of space and rising service costs even though cost per square foot has been reduced
- The percentage of the budget funded by the state continues to decrease every year
- President Kaler has targeted \$90 million of administrative cost cuts over five years; currently in year two





# Enterprise Asset Management Future State

The EAM program will integrate standard processes, governance and technology to help the University conduct rigorous strategic planning and control its total cost of ownership.



Supply	Demand	Facility Costs	Capital Costs	Energy Costs
<ul style="list-style-type: none"><li>• Buildings</li><li>• Leases</li><li>• Land</li></ul>	<ul style="list-style-type: none"><li>• Occupancy</li><li>• Utilization</li><li>• Allocations</li></ul>	<ul style="list-style-type: none"><li>• Work Orders &amp; Preventive Maint.</li><li>• Facility Condition Assessment (FCA)</li><li>• Health &amp; Safety</li></ul>	<ul style="list-style-type: none"><li>• Project Management</li><li>• Project Expenses</li></ul>	<ul style="list-style-type: none"><li>• Energy Utilization</li><li>• Environmental Compliance</li></ul>

## Process Redesign



# EAM Program Goals

The EAM Program empowers change

Integrated Process & Lifecycle Management = Asset Efficiency, Effectiveness & Sustainability

**Strategic  
Planning**

**Capital Project  
Management**

**Real Estate  
Management**

**SPACE**

**Operations &  
Maintenance**

1. Optimize University assets and resources – buildings, space occupancy and utilization, materials, equipment, etc.
2. Understand and reduce the total cost of ownership
3. Develop a common method for managing assets which integrates strategic planning, capital planning, and operations to optimize value
4. Align business processes, governance, and data across the University system
5. Implement an integrated software system which helps track and manage assets across the entire asset life cycle



## Summary

- Facility needs present a significant and enduring challenge
- Predictable funding is critical to maintain a safe, functional campus and uphold competitive position amongst peers
- Optimal utilization of existing space is paramount to the success of our mission
- Updating assessments and pursuing a strategic multi-year investment approach ensures inclusiveness and balance
- Broad and sustainable improvement to asset management is possible through a comprehensive, integrated approach



# Policy Topics

- What percent of University resources should be allocated to facilities?
- How does facility quality contribute to a place-based experience, which ultimately drives competitive advantage?
- Does the University have the right type and amount of space (aligned, sustainable, managed)?
- What is an appropriate [minimum] condition standard for each facility (vintage, type, programmatic utility)?
- What is the best approach to stop adding to the backlog (e.g. strategic decommissioning, shifting to more predictable funding sources)?



# DISCUSSION



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# BOARD OF REGENTS DOCKET ITEM SUMMARY

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**Facilities & Operations**

**September 11, 2014**

**Agenda Item:** Project Components of the President's Recommended Six-Year Capital Plan and the 2015 State Capital Budget Request

**Review**                       **Review + Action**                       **Action**                       **Discussion**

*This is a report required by Board policy.*

**Presenters:** Vice President Pamela Wheelock  
Monique MacKenzie, Director of Planning

## **Purpose & Key Points**

The President's recommended Six-Year Capital Plan includes major capital improvements planned for fiscal years 2015 through 2020. The Six-Year Capital Plan includes projects to be funded with state capital support as well as projects funded by the University through a combination of University debt obligations, local unit resources, fundraising, and public/private partnerships.

Year 1 of the Six-Year Capital Plan (2015) outlines the projects that the University will be submitting to the State of Minnesota for consideration during the 2015 legislative session.

Vice President Wheelock will review the Six-Year Capital Plan principles and priorities with the Facilities and Operations Committee. Vice President and CFO Richard Pfitzenreuter will review the financial components of the plan in the Finance Committee.

## **Background Information**

Board of Regents Policy: *Board Operations and Agenda Guidelines* requires a Six-Year Capital Plan that sets priorities and direction for ongoing academic and capital planning efforts. The policy directs the administration to conduct capital planning with a "six-year time horizon, updated annually." This annual capital planning process is completed in two parts, defined below.

- Part I is the Six-Year Capital Plan, which is updated annually and identifies capital projects approved to proceed with preliminary project planning but not authorized to proceed with design and construction.
- Part II is the annual capital improvement budget, which authorizes the completion of design and construction projects with approved financing and schematic design, consistent with Board policies.

**President's Recommendation**

The President recommends that the Board approve the University of Minnesota Six-Year Capital Plan for Fiscal Years 2015–2020 and the 2015 State Capital Budget Request.

### **Overview**

The *2014 Six-Year Capital Plan* for the University of Minnesota establishes the next three University capital requests to be submitted to the State for consideration; sets priorities and direction for continued capital project and academic planning efforts; identifies the impact of additional University debt; assigns responsibility for capital fundraising; and forecasts additional building operational costs. The plan is updated on an annual basis, and approved by the Board of Regents.

The President's recommended *2014 Six-Year Capital Plan* includes:

- 2015 state capital request
- Future state capital requests for 2016 through 2020
- Projects proposed to be financed with University resources during the period FY2015 through FY2019

### **Planning Process**

Capital planning at the University of Minnesota begins with the academic planning process. In the spring of each year Vice Presidents, Chancellors, and Deans are asked to identify their most important program priorities and the facility improvements necessary to support those programs. Through the academic planning process, academic leadership establishes the priorities for each college and campus. Facilities Management simultaneously evaluates the current condition of the buildings and infrastructure that support all academic programs. The capital planning process merges the academic priorities, available financial resources, facility needs, and facility conditions into specific project proposals.

Although many projects have both academic and organizational value, the projects that demonstrated both a programmatic urgency and implementation readiness were advanced for further analysis in this six-year timeframe. Other factors analyzed before projects were placed in the capital plan include:

- *Projected size of future bonding bills* – The University reviews state economic forecasts, Minnesota Management and Budget debt capacity estimates and financial reports, past trends, and budget instruction documents to help shape the size of the overall capital plan.
- *Debt and operating cost impact* – The University projects debt capacity annually and builds the capital plan in adherence to the debt guidelines expressed in Board of Regents policy.
- *Private fundraising capacity* – The University evaluates its capacity to fundraise for specific projects.
- *Timing and sequencing of projects* – Many capital projects depend upon other capital project “dominoes.” For example, Pillsbury Hall, a future home for College of Liberal Arts programs, cannot be renovated until Earth Sciences are moved out of the building and into a

renovated Tate Lab, which in turn had to wait until Physics & Nanotechnology was completed.

- *Impact on academic programs (both research and instructional)* – The University manages the level of disruption that can be absorbed while still maintaining the operation of its research and teaching. Because the University does not close, renovations require “swing space” for programs to continue to operate and the institution needs to maintain a level of functional classrooms.
- *Health, safety, and regulatory requirements* – The University needs to maintain the health and safety of all its students, faculty, and staff, regardless of the program. These issues require some projects to be included in the capital plan.
- *Geographic Distribution* – The University is a system with programs and facilities across the State of Minnesota.

The resulting plan, shown in tabular form on *Attachment 2*, advances the University’s highest capital priorities while retaining flexibility in support of emerging strategic initiatives. In the case of the Six-Year Capital Plan, it is important to note that many of the investments in later years are targeted to programs with academic strategic value. Specific programmatic details remain to be determined as the project is developed.

The capital improvement plan is built around four primary stages of project development, including a) Proposal/Project Definition; b) Planning and Feasibility; c) Resource Acquisition; and d) Implementation (Design and Construction). Projects included in the Six-Year Capital Plan are eligible to begin Predesign, an exploratory process rooted in design and cost estimating that results in physical solutions to space and facility problems. Projects in the Six-Year Capital Plan that require legislative funding are submitted to the Minnesota Legislature on a biennial basis. Projects are eligible to begin fundraising once the predesign process is substantially complete.

Fully funded projects with signed predesign documents are approved by the Board of Regents in the Annual Capital Improvement Budget. Approved projects are then implemented by Capital Planning and Project Management with other key partners such as Facilities Management.

### **Project Costs**

Project costs included in the *Six-Year Capital Plan* are order-of-magnitude estimates only because programming and predesign studies for each project have not been completed. Projections are based on square foot costs recently experienced with comparable building and space types at the University, applied to the estimated square footage of each project. Project costs are represented in 2014 dollars; the 2015 projects have been escalated to midpoint of construction as required for submission to the legislature as part of the University’s capital request. Beyond the 2015 year, cost escalation for inflation has not been included because of the uncertainty of construction inflation. When programming is completed and predesign studies are prepared for projects at the appropriate time, based on their position within the *Six-Year Plan*, more accurate cost figures will be inserted into the plan when it is updated annually.

## Areas of Focus for the 2014 Six-Year Plan

The *2014 Six-Year Plan* is largely a continuation of previously expressed priorities updated to reflect the outcome of the 2014 Capital Request to the MN Legislature. The plan also includes changes based on updated facility condition assessment data, new priorities emerging from the Twin Cities Campus strategic planning process, and a biennial operating budget proposal to the 2015 legislature that places a greater emphasis on repair and replacement (R & R) funds in lieu of capital request-based HEAPR funds.

The 2014 Six Year Plan was designed to further the following objectives:

- Advance strategic plan priorities
- Enhance the campus-based experience
- Align projects with available revenue sources
- Increase utilization and functionality of physical assets
- Complete capital investment sequences
- Reduce total campus square footage

The University is finalizing a strategic plan for the Twin Cities campus. This plan will be aligned with existing plans for the system campuses and will provide a roadmap for advancing the University's mission over the next three to five years. The Board of Regents is expected to act on adopting the new strategic plan at its October 2014 meeting. The plan articulates a new, inspirational vision: "[to] be preeminent in solving the grand challenges of a diverse and changing world." In pursuit of this vision, the University will:

- Leverage its breadth and depth to capitalize on its exceptional students, faculty, staff and location to generate and disseminate new knowledge and insights
- Create an educated populace able to identify, understand and solve demanding problems
- Leverage divergent paths of knowledge and creativity to address grand challenges
- Partner with communities and the people of the State of Minnesota to benefit the common good

To this end, the University is advancing four broad goals, each with related strategies and tactics:

- *Goal 1 - Build an exceptional University where grand societal challenges are addressed.* Strategies - Educate, cultivate, and empower leaders to foster institutional and societal change; target resources that will build capacity to harness the University's depth and breadth to address these grand challenges; prepare students who can uniquely contribute to solving grand societal challenges; transform curricula in a way that combines grand challenges with disciplines; and coordinate and leverage research in institutionally cross-cutting areas of strength
- *Goal 2 - Support excellence and, with intention, reject complacency.* Strategies - Establish incentives for creative disruption and accept productive tension; increase efforts to empower individual initiatives; streamline rules and regulations; and measure and set goals for meaningful diversifying experiences
- *Goal 3 - Establish a culture of reciprocal engagement, capitalizing on our unique location.* Strategies - Better leverage our location for the mutual benefit of the University

and the community to contribute to and benefit from a vibrant and enriching economic, creative, social, and intellectual environment; and clearly define and embrace what it means to be a land-grant research university in the 21<sup>st</sup> century

- *Goal 4 - Aggressively recruit, retain and promote field shaping researchers and teachers.*  
Strategies - Build a pipeline to recruit and retain the best and brightest field shaping teachers and researchers; support their work with needed infrastructure and a culture of high expectations; reduce barriers to productive transdisciplinarity and advance transinstitutional partnerships; and accelerate transfer of knowledge for the public good

The final plan will include short and long term actions in each of these goal areas and each campus will align its unique goals that meet the needs of the students and regions they serve.

These objectives are the foundation of a long term capital plan that balances programmatic needs against facility condition related investments distributes opportunity geographically throughout the UMN system and completes in-process capital investment sequences.

### **Project Descriptions**

Project Descriptions for each year of the plan can be found in Attachment 3.

Also included in Attachment 2 is a list of *Other Projects Under Consideration*. These needs were identified through the Six-Year Capital Planning process as important investments based on collegiate and academic priorities. The potential projects identified on the list are not sufficiently developed in terms of their programmatic needs and the strategic value of their investment to be placed into the Six Year Plan, but are expected to further refine their planning over the near term. Some of the unresolved issues may include project scope, location or funding source. The list of *Other Projects Under Consideration* gives an indication of the potential next tier of capital projects, while allowing some flexibility to respond to changing trends as well as emerging academic priorities.

## Six Year Plan - Project Funding Report

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Funding Report

2015

Stage: Resource Acquisition

### State Funded Projects

File	Project Title	Campus	Total	State Funds	University Funds
400	HEAPR	Systemwide	\$55,000	\$55,000	\$0
447	St. Paul Greenhouse Replacement	UMTC	\$6,000	\$4,000	\$2,000
405	Veterinary Isolation Facility Replacement	UMTC	\$27,000	\$18,000	\$9,000
			\$88,000	\$77,000	\$11,000
FY Total:			\$88,000	\$77,000	\$11,000
Running Total:			\$88,000	\$77,000	\$11,000



# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Funding Report

2016

Stage: Planning & Feasibility

### State Funded Projects

File	Project Title	Campus	Total	State Funds	University Funds
398	HEAPR	Systemwide	\$50,000	\$50,000	\$0
408	Health Science Facility Repurposing	UMTC	\$65,000	\$43,300	\$21,700
410	Chemical Sciences and Advanced Materials Building	UMD	\$36,000	\$24,000	\$12,000
411	Pillsbury Hall Renovation	UMTC	\$27,000	\$18,000	\$9,000
403	St. Paul Interdisciplinary Laboratory	UMTC	\$46,000	\$30,700	\$15,300
448	10 Church Street SE Repurposing	UMTC	\$30,000	\$20,000	\$10,000
			\$254,000	\$186,000	\$68,000
FY Total:			\$254,000	\$186,000	\$68,000
Running Total:			\$342,000	\$263,000	\$79,000

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Funding Report

2017

Stage: Planning & Feasibility

### State Funded Projects

File	Project Title	Campus	Total	State Funds	University Funds
401	HEAPR	Systemwide	\$45,000	\$45,000	\$0
415	Collections and Contemporary Learning	UMTC	\$40,000	\$26,700	\$13,300
449	Programmatic Renewal (UMD, UMM, UMC)	Systemwide	\$18,000	\$12,000	\$6,000
			\$103,000	\$83,700	\$19,300
FY Total:			\$103,000	\$83,700	\$19,300
Running Total:			\$445,000	\$346,700	\$98,300

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Funding Report

2018

Stage: Proposal

### State Funded Projects

File	Project Title	Campus	Total	State Funds	University Funds
399	HEAPR	Systemwide	\$40,000	\$40,000	\$0
441	AHC Interprofessional Education Center	UMTC	\$100,000	\$66,700	\$33,300
455	Child Development Replacement	UMTC	\$21,000	\$14,000	\$7,000
452	Research and Outreach Center Investments	ROCs & Stations	\$6,000	\$4,000	\$2,000
409	St. Paul Research Laboratory Renovation	UMTC	\$24,000	\$16,000	\$8,000
451	Undergraduate Teaching Laboratory Facility	UMTC	\$42,000	\$28,000	\$14,000
			\$233,000	\$168,700	\$64,300
FY Total:			\$233,000	\$168,700	\$64,300
Running Total:			\$678,000	\$515,400	\$162,600

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Funding Report

2019

Stage: Proposal

### State Funded Projects

File	Project Title	Campus	Total	State Funds	University Funds
402	HEAPR	Systemwide	\$40,000	\$40,000	\$0
453	West Bank Classrooms Replacement	UMTC	\$30,000	\$20,000	\$10,000
			\$70,000	\$60,000	\$10,000
		FY Total:	\$70,000	\$60,000	\$10,000
		Running Total:	\$748,000	\$575,400	\$172,600

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Funding Report

2020

Stage: Proposal

### State Funded Projects

File	Project Title	Campus	Total	State Funds	University Funds
446	HEAPR	Systemwide	\$40,000	\$40,000	\$0
414	Academic Priority	UMR	\$45,000	\$30,000	\$15,000
454	AHC Strategic Investment	UMTC	\$70,000	\$46,700	\$23,300
457	Biosystems & Ag Engineering Laboratory Renovation	UMTC	\$50,000	\$33,300	\$16,700
456	Chemistry Research Laboratory Investment	UMTC	\$30,000	\$20,000	\$10,000
450	McNeal Hall Renovation	UMTC	\$24,000	\$16,000	\$8,000
			\$259,000	\$186,000	\$73,000
FY Total:			\$259,000	\$186,000	\$73,000
Running Total:			\$1,007,000	\$761,400	\$245,600

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Funding Report

### *Under Consideration / Evaluation*

Stage: Proposal

#### State Funded Projects

File	Project Title	Campus	Total	State Funds	University Funds
463	UMD Academic Priority	UMD	\$0	\$0	\$0
			\$0	\$0	\$0

#### University Funded Projects

File	Project Title	Campus	Total	State Funds	University Funds	
461	Admissions Welcome Center	UMTC	\$0	\$0	\$0	
444	Athletics Facilities Phase 1 Projects	UMTC	\$0	\$0	\$0	
407	Biological Sciences Active Learning Classrooms	UMTC	\$0	\$0	\$0	
419	Bolstad Golf Course Renovation	UMTC	\$0	\$0	\$0	
460	Field House Renovation	UMTC	\$0	\$0	\$0	
459	Pioneer Hall Renovation or Replacement	UMTC	\$0	\$0	\$0	
462	Public Space Reinvestments	UMTC	\$0	\$0	\$0	
431	Recreational Sports Project	UMTC	\$0	\$0	\$0	
416	Space Utilization Program	UMTC	\$0	\$0	\$0	
418	Superblock Dining Replacement	UMTC	\$0	\$0	\$0	
425	Washington Ave Bridge and Plaza	UMTC	\$0	\$0	\$0	
			\$0	\$0	\$0	
			FY Total:	\$0	\$0	\$0
			Running Total:	\$1,007,000	\$761,400	\$245,600

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Funding Report

### **Definitions**

*Proposal: Projects in this stage represent preliminary conceptual ideas regarding program need and related capital requirements. Local units normally identify these ideas as part of the compact process. Projects do not have permission to begin predesign or fundraising without administrative approval from the Capital Oversight Group.*

*Planning and Feasibility: Projects in this stage have been determined to be an institutional priority and have been approved to begin predesign activities. Financial feasibility, including the completion of a fundraising feasibility study with the University of Minnesota Foundation, is assessed at this stage.*

*Resource Aquisition: Projects in this stage have an approved pre-design document and have been approved to actively seek funds.*

## Six Year Plan - Project Description Report



# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 400 HEAPR

*Vice President:* Systemwide

*RRC:* Systemwide

*Campus:* Systemwide

*RRC Contact:*

*Facility:* Systemwide

*Year:* 2015

*Total Cost:* \$55,000

*Stage:* Resource Acquisition

*Description:* This request is for funds used system-wide to maximize and extend the life of the University's existing physical plant. Individual projects will fall into one of four broad categories – Health and Safety, Building Systems, Energy Efficiency, and Utility Infrastructure. The system-wide HEAPR advisory committee makes recommendations on individual projects to the Vice President for University Services using data from the Facility Condition Assessment and Building Code Deficiency Report. HEAPR funds do not require a one-third University funding match. Funding for the HEAPR program is included each year in the legislative request.

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### 403 St. Paul Interdisciplinary Laboratory

*Vice President:* Academic Affairs

*RRC:* Academic Affairs

*Campus:* UMTC

*RRC Contact:* Hanson, K.

*Facility:* New Facility

*Year:* 2016

*Total Cost:* \$46,000

*Stage:* Planning & Feasibility

*Description:* This project will construct a new interdisciplinary research laboratory building for the College of Biological Sciences (CBS), College of Food, Agricultural, and Natural Resource Sciences (CFANS), and College of Veterinary Medicine (CVM). The new facility will accommodate principal investigators in fields such as plant pathology, animal infectious diseases, microbial systems, synthetic biology, and fungal evolution. This project was included in the University's 2014 capital request.

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### 405 Veterinary Isolation Facility Replacement

*Vice President:* Health Sciences

*RRC:* College of Veterinary Medicine

*Campus:* UMTC

*RRC Contact:* Ames, T.

*Facility:* New Facility

*Year:* 2015

*Total Cost:* \$27,000

*Stage:* Resource Acquisition

*Description:* This project will create a biocontainment facility for the College of Veterinary Medicine to house and perform research with large animals and pathogenic agents. The initial program definition, which will be confirmed in pre-design, has suggested a 38,500 gross square feet (GSF) facility comprised of biocontainment laboratories, large animal isolation space and a small animal vivarium. The existing Veterinary Isolation Buildings will be demolished following the construction of this project.

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 407 Biological Sciences Active Learning Classrooms

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$0

*Description:* This project will convert existing classroom space on the fourth floor of Biological Sciences Center into active learning classrooms for laboratory based Biological Sciences coursework.

*RRC:* College of Biological Sciences

*RRC Contact:* Hays, T.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

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### 408 Health Science Facility Repurposing

*Vice President:* Health Sciences

*Campus:* UMTC

*Facility:* Phillips-Wangensteen Building

*Total Cost:* \$65,000

*Description:* This project will renovate office, clinic, and lab space in the Phillips Wangensteen Building and other AHC spaces that will be vacated by groups that will relocate to the Ambulatory Care Clinic and research buildings in the Biomedical Discovery District. The renovated spaces will be a mixture of office, classroom, and laboratory space and will allow the Academic Health Center to undertake a multi-phased process of consolidating space assignments and decommissioning obsolete facilities.

*RRC:* Health Sciences

*RRC Contact:* Jackson, B.

*Year:* 2016

*Stage:* Planning & Feasibility

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### 409 St. Paul Research Laboratory Renovation

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$24,000

*Description:* This investment will renovate laboratories in one or more research buildings on the St. Paul Campus. Renovation of space will be prioritized to achieve collegiate goals of synergy among researchers and to allow for the demolition of obsolete St. Paul campus research space.

*RRC:* Academic Affairs

*RRC Contact:* Hanson, K.

*Year:* 2018

*Stage:* Proposal

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 410 Chemical Sciences and Advanced Materials Building

*Vice President:* Duluth Campus

*Campus:* UMD

*Facility:* New Facility

*Total Cost:* \$36,000

*Description:* The project will construct a new building on the Duluth campus to support faculty and students in the Departments of Chemistry and Biochemistry, and advance an emergent Material Science and Engineering program. The building will be comprised of research and undergraduate instructional laboratories, a research center dedicated to industrial/academic partnerships with direct connections to industry in northeast Minnesota, and medium-sized general purpose classrooms that are in short supply on the campus. This project was included in the University's 2014 capital request.

*RRC:* Swenson College of Science and Engineering

*RRC Contact:* Black, L.

*Year:* 2016

*Stage:* Planning & Feasibility

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### 411 Pillsbury Hall Renovation

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* Pillsbury Hall

*Total Cost:* \$27,000

*Description:* This project will preserve and enhance Pillsbury Hall after the current occupants move into the renovated Tate Laboratory. New teaching and learning spaces will replace outdated and inefficient laboratories that no longer support modern scientific study and research. Mechanical and electrical systems, restrooms and accessibility will be updated with this historically sensitive renovation. Funding for Tate Laboratory was approved in the University's 2014 capital request.

*RRC:* College of Liberal Arts

*RRC Contact:* Duvall, R.

*Year:* 2016

*Stage:* Planning & Feasibility

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### 414 Academic Priority

*Vice President:* Rochester Campus

*Campus:* UMR

*Facility:* New Facility

*Total Cost:* \$45,000

*Description:* The project will create academic space for the growing UMR student community. Master plan projections indicate that the campus is expected to be outgrown its existing facilities by 2020 prompting the need for additional dedicated academic space. The proposed building will include space to support active, collaborative, and adaptive learning environments, space for student laboratories, space for faculty/student interaction, and space that is open and adaptable.

*RRC:* Academic Affairs

*RRC Contact:* Lehmkuhle, S.

*Year:* 2020

*Stage:* Proposal

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 415 Collections and Contemporary Learning

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$40,000

*Description:* This project will address the collections needs of multiple colleges and the University Libraries by providing space for storage, preservation, regeneration, and characterization of essential resources that support research across the University system. Project planning will include an analysis of options to reconfigure stack space into areas that will engage faculty and students and support contemporary learning and scholarship.

*RRC:* Academic Affairs

*RRC Contact:* Hanson, K.

*Year:* 2017

*Stage:* Planning & Feasibility

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### 416 Space Utilization Program

*Vice President:* University Services

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$0

*Description:* This project will support a variety of efforts directed at improving the utilization of existing campus space. Near term efforts are focused on implementing pilot projects to match work styles, technology and organizational structure with an overall reduction in space that better suits work methods. Decommissioning and demolition will be an equally important element of this strategy.

*RRC:* University Services Admin

*RRC Contact:* Swanson, B.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

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### 418 Superblock Dining Replacement

*Vice President:* University Services

*Campus:* UMTC

*Facility:* New Facility

*Total Cost:* \$0

*Description:* This project will construct a new consolidated dining facility for the four residence halls in the superblock. The two existing facilities are under-sized and not capable of providing the level of food service expected by today's students. A consolidated facility will result in additional operational efficiencies.

*RRC:* Housing & Residential Life

*RRC Contact:* Scheich, L.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 419 Bolstad Golf Course Renovation

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* Bolstad Golf Course

*Total Cost:* \$0

*Description:* This project will renew the existing golf course through investments in the course, clubhouse, and maintenance/storage facilities. Project timing is dependent on fundraising.

*RRC:* Recreational Sports

*RRC Contact:* Brown, D.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

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### 425 Washington Ave Bridge and Plaza

*Vice President:* University Services

*Campus:* UMTC

*Facility:* Washington Avenue Bridge

*Total Cost:* \$0

*Description:* This project will restore or replace the Washington Avenue Bridge pedestrian enclosure and address circulation, sightlines, aesthetics and functionality of the Washington Avenue Bridge plaza area as a gathering place and event space.

*RRC:* Facilities Management

*RRC Contact:* Berthelsen, M.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

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### 431 Recreational Sports Project

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$0

*Description:* This project is the final component of the Recreational Sports improvement plan funded by the Twin Cities campus student capital enhancement fee. Remaining identified needs include a satellite West Bank facility and outdoor recreation fields.

*RRC:* Recreational Sports

*RRC Contact:* Brown, D.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 441 AHC Interprofessional Education Center

*Vice President:* Health Sciences

*Campus:* UMTC

*Facility:* New Facility

*Total Cost:* \$100,000

*Description:* This project will address fundamental changes in health sciences education and training programs driven by accreditation requirements and faculty and student expectations. The new facility will consolidate and expand current learning environments and may include simulation centers, clinical care skills labs, multimedia learning labs, technology enhanced library and study spaces and interactive learning environments for connecting with the Duluth and Rochester campuses. The specific program will be determined following a strategic review of curriculum changes across the AHC schools.

*RRC:* Health Sciences

*RRC Contact:* Jackson, B.

*Year:* 2018

*Stage:* Proposal

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### 444 Athletics Facilities Phase 1 Projects

*Vice President:* Athletics

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$0

*Description:* This project will invest in athletic practice and academic facilities to provide University of Minnesota student athletes with the best opportunity to succeed and ensure the University remains competitive with other Big Ten schools. Top priorities for investment include a new football practice facility, academic support and training table facilities. This project is dependent on fundraising efforts.

*RRC:* Intercollegiate Athletics

*RRC Contact:* Teague, N.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

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### 447 St. Paul Greenhouse Replacement

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* Plant Growth Facilities-West

*Total Cost:* \$6,000

*Description:* This project will renovate or replace collections and teaching greenhouse space on the St. Paul Campus. The greenhouse will be furnished with modern temperature, humidity and lighting controls and monitored via the master greenhouse campus control system. This project was included in the University's 2014 capital request.

*RRC:* Academic Affairs

*RRC Contact:* Hanson, K.

*Year:* 2015

*Stage:* Resource Acquisition

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 448 10 Church Street SE Repurposing

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* 10 Church Street SE

*Total Cost:* \$30,000

*Description:* This project will renovate the existing Bell Museum for the College of Design following the completion of the new Bell Museum on the St. Paul Campus.

*RRC:* Academic Affairs

*RRC Contact:* Hanson, K.

*Year:* 2016

*Stage:* Planning & Feasibility

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### 449 Programmatic Renewal (UMD, UMM, UMC)

*Vice President:* Systemwide

*Campus:* Systemwide

*Facility:* System Campuses

*Total Cost:* \$18,000

*Description:* This program will fund facility improvements that support academic and student-focused programmatic needs in existing facilities on the Duluth, Morris and Crookston campuses.

*RRC:* Systemwide

*RRC Contact:* Multiple

*Year:* 2017

*Stage:* Planning & Feasibility

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### 450 McNeal Hall Renovation

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* McNeal Hall

*Total Cost:* \$24,000

*Description:* This project will bring Minneapolis based CEHD departments together on the St. Paul campus in space that will be vacated by the College of Design. The research-driven focus of these units is in alignment with recent efforts by CEHD to establish a vibrant, research community in St. Paul and allows for the demolition of Peik Hall in Minneapolis.

*RRC:* College of Education and Human Development

*RRC Contact:* Quam, J.

*Year:* 2020

*Stage:* Proposal

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 451 Undergraduate Teaching Laboratory Facility

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* New Facility

*Total Cost:* \$42,000

*Description:* This project will provide state-of-the-art, energy efficient teaching laboratories, student collaboration spaces, and classrooms for teaching undergraduate chemistry laboratory courses. The new laboratories will replace and improve upon outdated facilities currently spread throughout multiple locations (including faculty research laboratories) in Smith and Kolthoff Halls. Adequate laboratory space is a limiting factor in the University's ability to meet the demand for STEM related programs.

*RRC:* Academic Affairs

*RRC Contact:* Hanson, K.

*Year:* 2018

*Stage:* Proposal

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### 452 Research and Outreach Center Investments

*Vice President:* Systemwide

*Campus:* ROCs & Stations

*Facility:* Systemwide

*Total Cost:* \$6,000

*Description:* This program will fund a variety of projects at the Research and Outreach Centers across the state.

*RRC:* Systemwide

*RRC Contact:* Buhr, B.

*Year:* 2018

*Stage:* Proposal

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### 453 West Bank Classrooms Replacement

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* New Facility

*Total Cost:* \$30,000

*Description:* This project will replace existing traditional learning space on the Minneapolis West Bank Campus with active learning classrooms.

*RRC:* Academic Affairs

*RRC Contact:* Hanson, K.

*Year:* 2019

*Stage:* Proposal



# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 454 AHC Strategic Investment

*Vice President:* Health Sciences

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$70,000

*Description:* This project will address needs identified by Academic Health Center strategic facility planning.

*RRC:* Health Sciences

*RRC Contact:* Jackson, B.

*Year:* 2020

*Stage:* Proposal

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### 455 Child Development Replacement

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* New Facility

*Total Cost:* \$21,000

*Description:* This project will replace the functionally obsolete Child Development building with new offices, seminar rooms, and research facilities for the Institute of Child Development, as well as state-of-the-art facilities for the Shirley G. Moore Laboratory School. The new building will provide a modern, adaptable environment to support innovative programmatic applications, translating current research and theory into best practices.

*RRC:* College of Education and Human Development

*RRC Contact:* Quam, J.

*Year:* 2018

*Stage:* Proposal

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### 456 Chemistry Research Laboratory Investment

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$30,000

*Description:* This project will renovate the antiquated teaching labs in Smith and Kolthoff Halls to state-of-the-art energy efficient research space needed for new faculty in the chemistry department. The project will improve lab bench, equipment and research support spaces and create opportunity for more specialized research experimentation. It will accommodate a greater number of faculty and graduate assistants needed to support the growing undergraduate enrollment in Chemistry.

*RRC:* College of Science and Engineering

*RRC Contact:* Crouch, S.

*Year:* 2020

*Stage:* Proposal

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 457 Biosystems & Ag Engineering Laboratory Renovation

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* Biosystems & Ag Engineering

*Total Cost:* \$50,000

*Description:* This project will provide new research laboratories to meet growing demands and satisfy requirements of federal grant proposals for CFANS. It will consolidate CFANS departments by grouping users in functionally appropriate space. Computational labs will be constructed in BAE and wet lab or volumetric research in Engineering Fisheries Laboratory. A new second floor will be added to Engineering and Fisheries Laboratory, maximizing the usable space for research.

*RRC:* College of Food, Agricultural and Natural Resource Sciences

*RRC Contact:* Buhr, B.

*Year:* 2020

*Stage:* Proposal

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### 459 Pioneer Hall Renovation or Replacement

*Vice President:* University Services

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$0

*Description:* This project will explore options meeting the facility renewal needs of Pioneer Hall.

*RRC:* Housing & Residential Life

*RRC Contact:* Scheich, L.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

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### 460 Field House Renovation

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$0

*Description:* This project will make necessary improvements to the exterior of the Field House facility originally relocated to the University from Washington in 1949.

*RRC:* Recreational Sports

*RRC Contact:* Brown, D.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### 461 Admissions Welcome Center

*Vice President:* Academic Affairs

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$0

*Description:* This project will explore options for consolidating freshman, transfer and international student admissions into a single more publicly accessible location.

*RRC:* Academic Affairs

*RRC Contact:* Hanson, K.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

---

### 462 Public Space Reinvestments

*Vice President:* University Services

*Campus:* UMTC

*Facility:* TC Campus

*Total Cost:* \$0

*Description:* This program will fund a variety of small physical enhancements intended to improve the campus experience for students, employees and visitors.

*RRC:* Facilities Management

*RRC Contact:* Berthelsen, M.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

---

### 463 UMD Academic Priority

*Vice President:* Duluth Campus

*Campus:* UMD

*Facility:* UMD Campus

*Total Cost:* \$0

*Description:* This project will address academic facility needs on the Duluth campus. Academic, financial and physical planning processes on the Duluth campus will identify the campus's priorities for its next major investment.

*RRC:* Academic Affairs

*RRC Contact:* Black, L.

*Year:* Under Consideration / Evaluation

*Stage:* Proposal

# UNIVERSITY OF MINNESOTA

## Six Year Plan - Project Description Report

### **Definitions**

*Proposal: Projects in this stage represent preliminary conceptual ideas regarding program need and related capital requirements. Local units normally identify these ideas as part of the compact process. Projects do not have permission to begin predesign or fundraising without administrative approval from the Capital Oversight Group.*

*Planning and Feasibility: Projects in this stage have been determined to be an institutional priority and have been approved to begin predesign activities. Financial feasibility, including the completion of a fundraising feasibility study with the University of Minnesota Foundation, is assessed at this stage.*

*Resource Acquisition: Projects in this stage have an approved pre-design document and have been approved to actively seek funds.*

## 2015 Capital Request

### Request Summary (Prioritized):

Location	Project	Total	State	UMN
SYSTEM	HEAPR	\$ 55,000	\$ 55,000	\$ 0
UMTC	Veterinary Isolation Facility Replacement	\$ 27,000	\$ 18,000	\$ 9,000
UMTC	St. Paul Greenhouse Replacement	\$ 6,000	\$ 4,000	\$ 2,000
Total:		\$ 88,000	\$ 77,000	\$ 11,000

dollars in thousands

### Project Summaries:

1. *Higher Education Asset Preservation and Replacement (HEAPR)* - This request is for funds used system-wide to maximize and extend the life of the University's existing physical plant. Individual projects will fall into one of four broad categories - Health and Safety, Building Systems, Energy Efficiency, and Utility Infrastructure. The system-wide HEAPR advisory committee makes recommendations on individual projects to the Vice President for University Services using data from the Facility Condition Assessment and Building Code Deficiency Report. HEAPR funds do not require a 1/3 University funding match.
2. *Veterinary Isolation Facility Replacement* - This project will create a biocontainment facility for the College of Veterinary Medicine to house and perform research with large animals and pathogenic agents. The initial program definition, which will be confirmed in predesign, has suggested a 38,500 gross square feet (GSF) facility comprised of biocontainment laboratories, large animal isolation space and a small animal vivarium. The existing Veterinary Isolation Buildings will be demolished following the construction of this project.
3. *St. Paul Greenhouse Replacement* – This project will renovate or replace collections and teaching greenhouse space on the St. Paul Campus. The greenhouse will be furnished with modern temperature, humidity and lighting controls and monitored via the master greenhouse campus control system. This project was included in the University's 2014 capital request.

# 2014 Six-Year Capital Plan for FY2015 to FY2020

Board of Regents Facilities and Operations Committee  
September 11, 2014



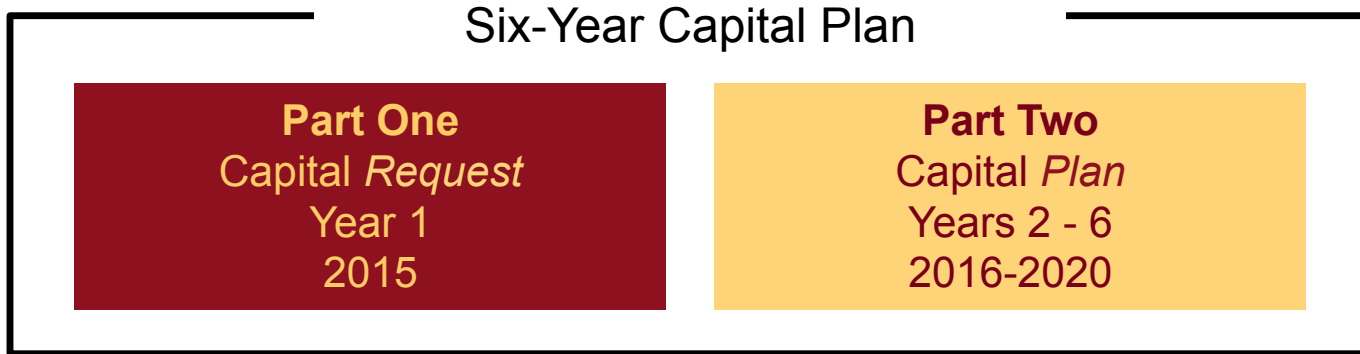
UNIVERSITY OF MINNESOTA

**Driven to Discover**<sup>SM</sup>



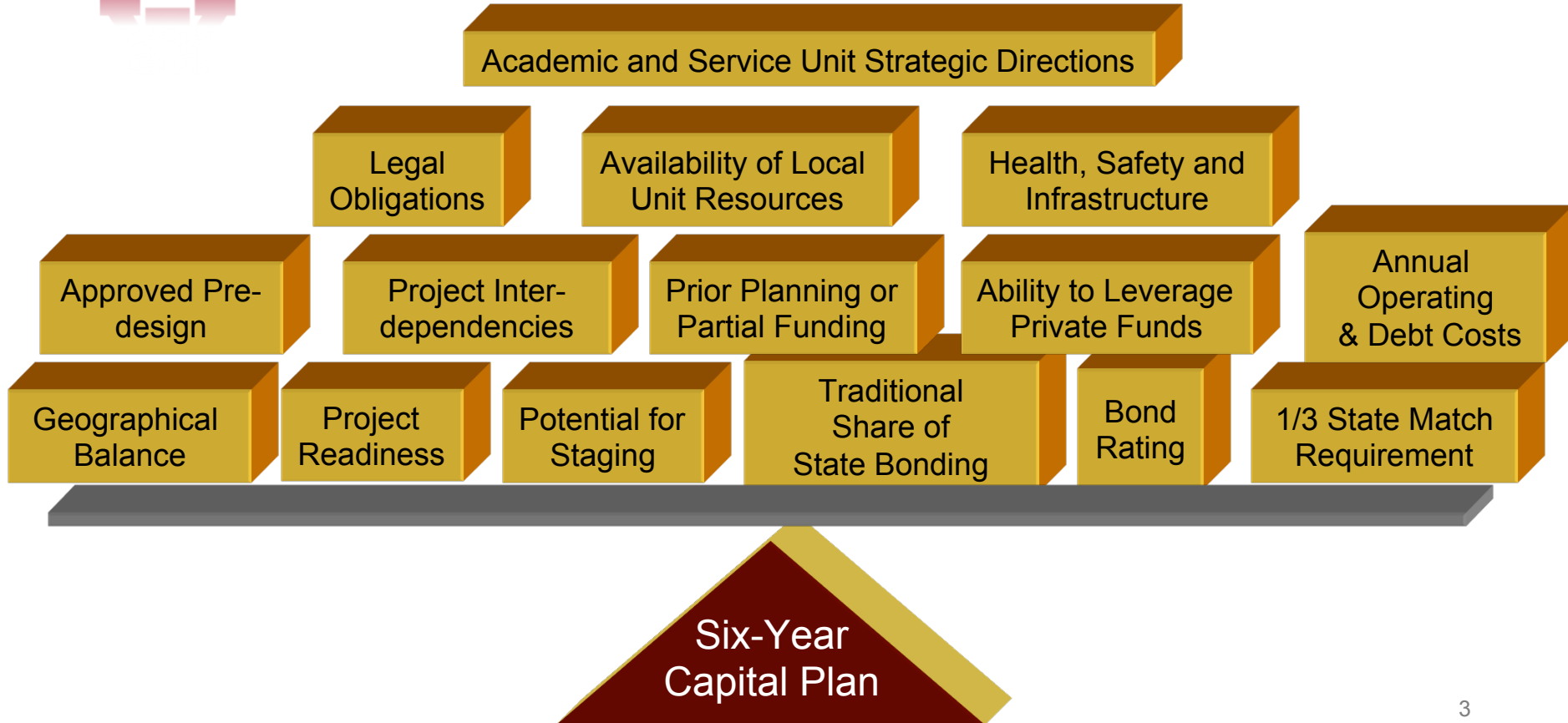
# What is the Six-Year Capital Plan?

- Board of Regents Policy directs the administration to develop a capital budget with a “six-year time horizon, updated annually”





# Considerations and Constraints







# Six Year Plan Objectives

- Advance strategic plan priorities
- Enhance the campus-based experience
- Align projects with available revenue sources
- Increase utilization and functionality of physical assets
- Complete capital investment sequences
- Reduce total campus square footage



# Alignment with 2014 Strategic Plan

- Build an exceptional University where grand societal challenges are addressed
- Support excellence and, with intention, reject complacency
- Establish a culture of reciprocal engagement, capitalizing on our unique location
- Aggressively recruit, retain and promote field-shaping researchers and teachers



# Programmatic Outcomes

- St. Paul Interdisciplinary Laboratory
  - Flexible labs designed to support interdisciplinary research for three colleges
- Undergraduate Teaching Laboratory Facility
  - New facilities for chemistry teaching across colleges
- AHC Interprofessional Education Center
  - Create appropriate learning environments for health disciplines



# Programmatic Outcomes

- Duluth: Chemical Science and Advanced Materials Building (CSAM)
  - Lab-based science building with supporting classrooms to chemistry and biochemistry teaching and research functions
- Rochester: Academic Priority
  - Development of a multi-functional campus academic facility to support enrollment trends
- Programmatic Renewal Funds (UMD, UMM, UMC)
  - Investments to support academic programs for all system campuses
- Research & Outreach Center Investments





# Facility Renewal

- HEAPR
- Veterinary Isolation Facility Replacement
  - Replacement of unique support facility for infectious disease
- St. Paul Greenhouse Replacement
  - Housing teaching and research collections
- Collections and Contemporary Learning
  - Access and storage improvements, collection preservation, expanded digital resources, and re-use of space





# Facility Renewal

- AHC Release Space Repurposing
  - Renovation of vacated space in Phillips Wangensteen Building
- Pillsbury Hall
  - Renovation for humanities teaching and research
- 10 Church / McNeal Hall
  - Renovation and re-allocation to consolidate two colleges at single locations





# Anticipated Demolitions Resulting from Complete Capital Sequences

- CBS Collections Greenhouse
- Christensen Hall
- VFW Building
- Masonic Hospital
- Peik Hall
- Institute of Child Development
- Vet Isolation
  
- If sequences are completed, up to 300,000 square feet could be demolished



## Other Projects Under Consideration

- The projects on this list:
  - are insufficiently developed in terms of their programmatic needs at this time
  - are key investments based on collegiate and academic priorities
  - may need further definition and/ or development before they advance
- This list of investments can be considered the potential next tier of capital projects





# Proposed 2015 Capital Request

**Request**  
*dollars in thousands*

<b>Location</b>	<b>Project</b>	<b>Total</b>	<b>State</b>	<b>U of MN</b>	
SYSTEM	HEAPR	\$ 55,000	\$ 55,000	\$ -	
UMTC	Veterinary Isolation Facility Replacement	\$ 27,000	\$ 18,000	\$ 9,000	
UMTC	St. Paul Greenhouse Replacement	\$ 6,000	\$ 4,000	\$ 2,000	
		<b>Total:</b>	<b>\$ 88,000</b>	<b>\$ 77,000</b>	<b>\$ 11,000</b>



## Next Steps

- Approval of the Six-Year Capital Plan and 2015 Capital Request by Board of Regents in October 2014
- The University will forward its 2015 Capital Request to the Minnesota Legislature



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# BOARD OF REGENTS DOCKET ITEM SUMMARY

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**Facilities & Operations**

**September 11, 2014**

**Agenda Item:** Planning and Vision for the Rochester Campus

**Review**                       **Review + Action**                       **Action**                       **Discussion**

*This is a report required by Board policy.*

**Presenters:** Monique MacKenzie, Director of Planning and Space  
Stephen Lehmkuhle, Chancellor

## **Purpose & Key Points**

The Rochester (UMR) campus master plan, entitled *Envision UMR: A Campus Master Plan for the Next Chapter of Growth*, supports UMR's strategic plan and mission: To promote learning and development through personalized education in a technology-enhanced environment, and to serve as a conduit and catalyst for leveraging intellectual and economic resources in Rochester and southeastern Minnesota through its signature academic, research, and public engagement programs in collaboration with other campuses of the University of Minnesota, other higher education institutions throughout the state and nation, governmental and non-profit organizations, and private enterprise.

The *Envision UMR* master plan defines a conceptual and physical framework to implement the campus over time, weaving it into the fabric of downtown Rochester yet creating a distinctive identity for UMR. The plan describes a long-term vision for the campus as well as near-term implementation steps, including specific guidance for a first-phase building.

## **Master Plan Goals**

The vision is focused on three goals:

1. A physical plan will situate a new UMR campus within the Education District, organizing buildings, open spaces, and key connections to be developed by UMR and its partners.
2. The plan will identify a strategy for inclusion of partnerships within the Education District.
3. An implementation plan will lay out a timeline with key roles and next-steps.

*Envision UMR* describes an academic campus that will be a showcase of innovation in American higher education, while fitting neatly into the downtown Rochester community. The first-phase building is envisioned to support core UMR academic needs as enrollment grows to projected levels, while subsequent phases are envisioned with the potential to incorporate increasing support

and partnership space. Urban design principles will steer land use, buildings, infrastructure, open space, circulation networks and partnerships to dramatically regenerate the site. The vision is not simply for a campus in the community, but for a “community campus.”

Accordingly, the planning process was informed through extensive engagement with UMR students, faculty, and staff as well as other local partners and stakeholders. The input received was significant, and helped to shape a plan that will benefit from broad support within the Rochester community for years to come.

**Master Plan Themes**

Outreach and engagement with stakeholders shaped three themes in *Envision UMR*:

**Campus in the City**      Integrate UMR’s physical campus with the fabric of the city, and create synergistic relationships with partnership organizations.

**Campus on the Park**      Envision the Education District as an open space link between downtown Rochester and Soldiers Memorial Field Park.

**Campus Connectivity**      Provide access and multiple modes of transportation connecting UMR with its urban context.

In the new campus, the first building and associated site improvements (labelled “UMR-1” in the master plan) will meet core UMR growth needs by providing spaces for classrooms and labs, student services, informal study and gathering, offices for faculty and staff, etc. The master plan embraces UMR’s Active Learning Classroom approach as a model for the future. The building is envisioned at approximately 120,000 gross square feet, and is sited on property already owned by the University. The table below shows the distribution of space types in UMR-1 as a percentage of Net Assignable Square Feet.

<b>UMR-1: PLANNED INTERIOR SPACE</b>	
<i>Program type</i>	<i>Floor Area</i>
	<i>% of Net ASF*</i>
Active Learning Classroom	22%
Instructional Laboratory	15%
Welcome Atrium	7%
Study & Informal Gathering	27%
Faculty Office and Support Space	12%
Staff Office and Support Space	5%
Retail/food & beverage	12%

\*Assignable Square Feet

Phasing beyond UMR-1 is increasingly prospective and long-range. As described in the plan, potential projects include UMR-2, a second building dedicated to academic and support uses. Subsequent phases are envisioned to include partnership and support spaces as well as academic space. Actual phasing projects and timelines will depend on enrollment, resources, local partnerships, and other factors.

The master plan is based not only on projected enrollment and program growth at UMR, but also on the goal of increasing the University's presence as one of several civic partners that give strength to downtown Rochester. As identified in previous planning efforts (the 2009 *University of Minnesota Rochester Master Plan* and the 2010 *Downtown Rochester Master Plan*), the new campus occupies a designated Education District at the edge of an expanding downtown and adjacent to Rochester's largest park, Soldiers Field Memorial Park.

The City's vision for this quadrant of downtown is to create a dense "urban village" with mixed-use buildings, inviting streets with commercial storefronts, and improved connectivity. Mayo Clinic's 2011 *Five-Year Plan Update* projects major expansion of lab, clinic, and support space in this district. The *Envision UMR* plan leverages the location of the future campus to make a critical link between Rochester's downtown, with its businesses and medical/research facilities, and the park, with its adjacent residential neighborhoods. Year-round, residents and visitors will experience the campus as a welcoming place, extending Rochester's walkable character with plazas, green open spaces, and other amenities.

The new UMR campus is designed to accommodate anticipated enrollment growth to a total of approximately 1,400 students over the next 10 years. Even as new buildings are designed and built, UMR intends to retain some of the existing facilities in University Square, which have received significant investment. In the master plan, space in University Square continues to support limited administration, partnership programs and some academic support functions.

The master plan assumes no displacement of the existing Rochester Area Family YMCA, and does not rely on acquisition of any City park land. Both neighbors are important to the success of UMR in this site.

### **Master Plan Principles**

This physical plan illustrates several principals that will guide UMR's physical and institutional growth:

1. Leverage public-private partnerships to build capital projects, deliver educational programs, and create research opportunities.
2. Establish a "front door" opening from downtown Rochester into the Education District, and a gateway from the Education District to Soldiers Memorial Field Park.
3. Maintain transparent and active ground floor uses.
4. Maintain a connected and pedestrian-friendly district throughout.
5. Create a strong architectural identity along South Broadway and 6th Street SW.
6. Encourage walking, cycling, transit use, and other alternatives to private vehicles.
7. With all capital projects, meet the University's "B-3" sustainability guidelines (Building, Benchmarks and Beyond).

## Background Information

Board of Regents Policy: *Reservation and Delegation of Authority*, section VIII, subdivision 5, states “The Board of Regents reserves to itself authority to approve campus master plans and amendments thereto.”

In September 1992 the Board Chair and the President appointed a Master Planning Steering Committee to “design and recommend a set of principles which will discipline and inspire the development of a master planning process.”

In 1993 the Board of Regents adopted the following four Campus Master Planning principles as developed by the master Plan Steering Committee:

- The principle of creating and maintaining a distinctive and aspiring vision for the physical development of each campus;
- The principle of enriching the experience of all who come to the campus;
- The principle of maximizing the value of existing physical assets while responding to emerging/changing physical needs;
- The principle of an inclusive, accountable, and timely process for creating and implementing a master plan vision.

In September 1996, the Board of Regents adopted a resolution directing the campus master plans reviewed earlier in the year to be used to “guide the future development of the campuses in accordance with the four planning principles and the policies, procedures, and strategies therein will be the basis for all future master planning decisions.”

Beginning in October 2013, and throughout the planning process, University of Minnesota Capital Planning and Project Management staff worked with the UMR Chancellor’s office to develop and sustain engagement with key partners such as the Rochester Area Family YMCA, Mayo Clinic, and the City of Rochester. Such outreach was necessary, as the goal was to envision not only a completely new campus, but an entirely new district in the City with its attendant infrastructure. By building dialogue and trust among participants, the stage was set for a productive consultant-led planning process.

In February 2014, the University of Minnesota Rochester contracted with Sasaki Associates to undertake this master plan. Four intensive workshops were conducted, augmented by frequent internal working sessions. Parallel planning efforts were leveraged to extend outreach, most notably the City’s vision for Soldiers Field Memorial Park; the UMR team met with the Parks planning team several times to ensure alignment. The UMR consultant team also hosted focus groups with students, faculty, and staff, and conducted a survey called “My UMR,” which informed the plan by garnering significant participation from the UMR community. Finally, material that became the draft *Envision UMR* master plan was presented at community meetings and shared among the UM Rochester community for comment.

The resulting *Envision UMR* master plan extends previous planning work, incorporates stakeholder input and, throughout, reflects guidance from committees comprising individuals with deep collective knowledge of University policy as well as local issues and priorities:

## **Master Plan Committees**

### **UM Rochester and UM Twin Cities**

Stephen Lehmkuhle	Chancellor
Gail Sauter	Associate Vice Chancellor for Finance and Operations,
Jay Hesley	Assistant Vice Chancellor for Institutional Advancement
Andrew Caddock, ASLA	Capital Planning and Project Management (CPPM)
Lisa Babbs	CPPM

### **Campus Planning Advisory Committee**

Mitzi Baker	Director, Rochester-Olmsted Planning Department
Andrew Caddock, ASLA	CPPM
Don DeCramer	Mayo Clinic, Div. of Arch./Eng. Design Svcs.
Jay Hesley	Assistant Vice Chancellor for Institutional Advancement
Douglas Holtan	Mayo Clinic, Vice Chair, Dept. of Facilities and Services
Doug Knott	City of Rochester Development Administrator
Gail Sauter	Associate Vice Chancellor for Finance and Operations
Timothy Seigfried	Mayo Clinic, Facilities Project Services

### **City of Rochester and Olmsted County**

Mitzi Baker	Director, Rochester-Olmsted Planning Department
Doug Knott	City of Rochester
Mike Nigbur, ASLA, AICP	Interim Director, Rochester Parks and Recreation
Douglas Rovang, PE	Rochester Public Utilities
Richard Freese, PE	Rochester Public Works

### **Consultant Team**

Bill Angerman, PE	Engineer, WHKS
Caroline Braga, ASLA	Landscape Architect, Sasaki Associates
Lan Ge	Urban Designer, Sasaki Associates
Dan Kenney, AIA, AICP	Principal-in-charge, Sasaki Associates
Mary Anne Ocampo	Urban Designer, Sasaki Associates
Marc Partridge, AIA	Architect, RSP Architects
Allen Penniman, AICP	Project Manager, Sasaki Associates
Brandon Theobald, PE	Engineer, RSP WHKS





envision  
**umr**

A CAMPUS  
MASTER PLAN  
FOR THE  
NEXT CHAPTER  
OF GROWTH

Prepared for the University of Minnesota Board of Regents | September 2014



UNIVERSITY OF MINNESOTA ROCHESTER

**Driven to Discover<sup>SM</sup>**



## ACKNOWLEDGMENTS

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### UMR AND UM LEADERSHIP

Dr. Stephen Lehmkuhle	UMR Chancellor
Gail Sauter	UMR Associate Vice Chancellor for Finance and Operations
Jay Hesley	UMR Assistant Vice Chancellor for Institutional Advancement
Andrew Caddock, ASLA	UM Capital Planning and Project Management
Lisa Babbs	UM Capital Planning and Project Management

### CAMPUS PLANNING ADVISORY COMMITTEE

Mitzi Baker	Rochester-Olmsted Planning Department
Andrew Caddock, ASLA	Univ. of Minnesota Capital Planning and Project Management
Don DeCramer	Mayo Clinic, Div. of Architectural/Engineering Design Services
Jay Hesley	Assistant Vice Chancellor for Institutional Advancement
Douglas Holtan	Mayo Clinic, Vice Chair, Dept. of Facilities and Support Services
Doug Knott	City of Rochester
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### CITY OF ROCHESTER AND OLMSTED COUNTY

Mitzi Baker	Rochester-Olmsted Planning Department
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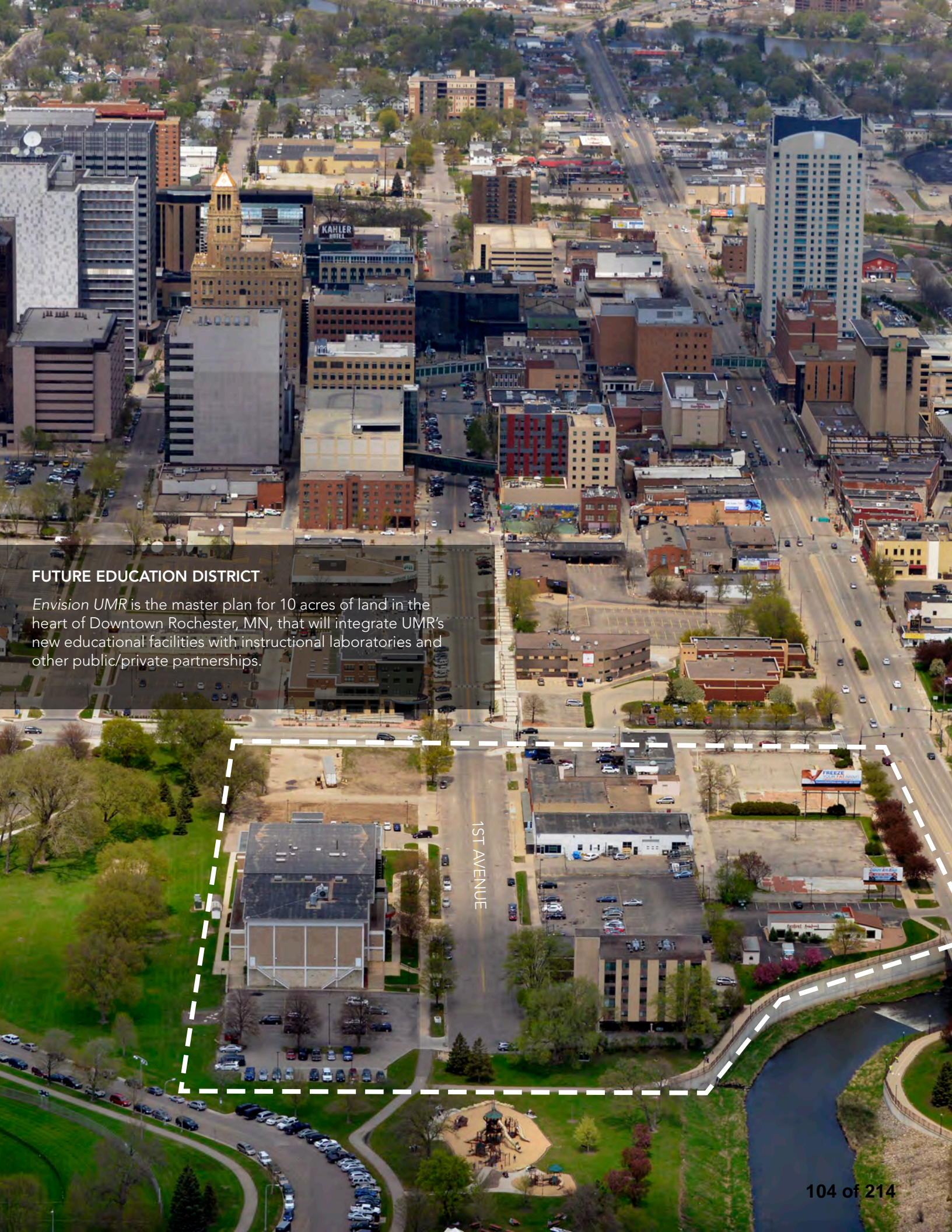
<b>1</b>	<b>INTRODUCTION</b>	<b>6</b>
	<ul style="list-style-type: none"><li>– overview</li><li>– master plan process</li><li>– the community campus model</li><li>– master plan vision and principles</li></ul>	
<b>2</b>	<b>MASTER PLAN</b>	<b>16</b>
	<ul style="list-style-type: none"><li>– master plan framework</li><li>– development capacity</li><li>– urban design guidelines</li><li>– open space framework</li><li>– pedestrian framework</li><li>– bicycle framework</li><li>– transit framework</li><li>– vehicular access and parking</li><li>– infrastructure</li><li>– partnerships</li></ul>	
<b>3</b>	<b>IMPLEMENTATION</b>	<b>50</b>
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# INTRODUCTION





**FUTURE EDUCATION DISTRICT**

*Envision UMR is the master plan for 10 acres of land in the heart of Downtown Rochester, MN, that will integrate UMR's new educational facilities with instructional laboratories and other public/private partnerships.*

1ST AVENUE



## OVERVIEW

---

The University of Minnesota Rochester (UMR), the newest campus in the University of Minnesota system, is focused on the innovative delivery of health science and biotechnology education. Innovating the curricular design, structure of coursework, deployment of faculty talent, and interlacing the campus into the community, according to author, Robert Zemsky, “and that ultimately is why UMR is such a harbinger of a better, more productive and responsive future for American higher education.”<sup>1</sup>

In its foundational years, UMR forged partnerships with the Mayo Clinic and other institutions to offer distinctive health sciences and biosciences education that prepares students for a broad spectrum of current and emerging careers, ranging from patient care to pure and applied research. UMR matriculated its first class in 2009 and currently serves approximately eight hundred undergraduate and graduate students.

In 2009, UMR prepared a master plan that envisioned an “Education District” in downtown Rochester that would foster collaborations in learning, research, and industry; and in the process contribute to the regeneration of downtown through the campus’ physical design and successful integration with the city.

In addition to envisioning an Education District, the ‘09 UMR Plan called for the creation of a “comprehensive plan for downtown Rochester that contemplates the University’s presence, its need for partners in facilities, and its potential impact in stimulating demand for more retail and residential development.”<sup>2</sup>

Acting upon that recommendation, local leaders from the City of Rochester, Olmsted County, the Mayo Clinic, UMR, and other stakeholder organizations spearheaded the 2010 Downtown Rochester Master Plan (‘10 Downtown Plan); which recognized and endorsed an emergent “Educational District” at the south end of downtown along 1st Avenue.

The shared vision of the ‘09 UMR Plan and the ‘10 Downtown Plan is the basis for *Envision UMR*, the plan that will guide UMR’s campus development over the next ten years as well as set a vision for the University’s long-term growth. The goals of *Envision UMR* are threefold:

1. A physical plan will situate a new UMR campus within the Education District, organizing buildings, open spaces and key connections to be developed by UMR and its partners.
2. The plan will identify a strategy for inclusion of partnerships within the Education District.
3. An implementation plan will lay out a timeline with key roles and next-steps.

Three other planning initiatives began in 2014 and ran concurrently with *Envision UMR*, each of which involved significant collaboration between the initiatives’ project teams. Destination Medical Center (DMC), which is described as “an innovative economic development initiative to secure Minnesota’s status as a global medical destination now and in the future,”<sup>3</sup> is a six billion dollar initiative that could potentially fund myriad capital projects throughout downtown

Rochester. Second, the Rochester Parks Department began a master plan for Soldiers Field Memorial Park, Rochester’s primary downtown city park and

is located at the edge of the Education District. Third, the City of Rochester began the task of updating its comprehensive plan, which will set the City’s strategic direction and potentially lead to revisions to the City’s zoning code in support of strategic objectives.

These efforts, alongside *Envision UMR*, are poised to take the Education District from vision to reality. UMR has set a goal to construct its first academic building in the Educational District within six to eight years. This building will be the first phase of a dramatic regeneration of the site and a showcase of innovation in American higher education.


**“Bigger is not better. If we focus on the better, the bigger will follow”**

**- Chancellor Stephen Lehmkuhle**

1 Zemsky, Robert. *Checklist for Change: Making American Higher Education a Sustainable Enterprise*. Rutgers University Press, 2013,125.

2 University of Minnesota Rochester: Master Plan Report. Sasaki Associates, 2009, 41.

3 <http://dmc.mn/about-dmc/what-is-dmc-.php> Retrieved June 2014



Chancellor Lehmkuhle leads the consultant team on a site walk of the UMR campus.

## PROJECT TIMELINE

### FEBRUARY/MARCH

Project kick-off, stakeholder interviews, site reconnaissance, launch of MyUMR survey

### APRIL/MAY

Conceptual design formulation, public forum, ongoing stakeholder meetings

### JUNE/JULY

Preparation of final master plan



## MASTER PLAN PROCESS

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*Envision UMR* is the product of a six-month engagement process beginning in February 2014. Stakeholders from the general public, the City of Rochester, Olmsted County, Mayo Clinic and other institutional partners, UM administration, the UMR community, and many others contributed knowledge, ideas, opinions, and other valuable input. Engagement and outreach included:

- A web-based survey of UMR students, faculty, and staff was conducted to better understand community engagement, lifestyle preferences, and other factors that influenced the physical design of the Education District. Nearly a quarter of the UMR community participated.
- Numerous meetings were held with key Rochester institutions; including the Mayo Clinic, the Rochester Area Family Y, Destination Medical Center, and others.
- The consultant team worked closely with UMR's Campus Planning Advisory Committee, which provided guidance throughout the master planning process.
- Three open forums were held for the UMR community, and a town hall meeting was held in May 2014.

For more detail on the outreach efforts undertaken under the planning process, please refer to Chapter 5.

### AUGUST/SEPTEMBER

Submission of master plan to  
University of Minnesota Board of  
Regents



Central Park

Mayo Clinic

CENTER ST

1<sup>ST</sup> ST SW

2<sup>ND</sup> ST SW

3<sup>RD</sup> ST SW

4<sup>TH</sup> ST SW

5<sup>TH</sup> AVE SW

4<sup>TH</sup> AVE SW

3<sup>RD</sup> AVE SW

2<sup>ND</sup> AVE SW

1<sup>ST</sup> AVE SW

S BROADWAY

3<sup>RD</sup> AVE SE

5<sup>TH</sup> ST SW

6<sup>TH</sup> ST SW

7<sup>TH</sup> ST SW

Food  
Coop

YMCA

Soldiers Memorial Field Park

University  
Square

Broadway  
Hall

318  
Commons

Education  
District

CIVIC CENTER DRIVE NE

Mayo Civic  
Center

Zumbro River

Government  
Center

**LEGEND**

- Existing UMR Building
- Partnership Building
- Pedestrian Connection
- UMR Properties

## THE COMMUNITY CAMPUS MODEL

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From its founding, UMR has embraced a “community campus” model of physical and programmatic integration with the Rochester community. Beginning with University Square and continuing with Broadway Hall and 318 Commons, UMR has leased space in mixed-use buildings in a distributed pattern. The individual buildings vertically integrate UMR and non-UMR uses (e.g. classrooms above ground-floor retail). The streets and skyways act as conduits where UMR students, faculty, and staff intermix

with the downtown community. UMR students often remark how they value rubbing shoulders with Mayo Clinic employees in the skyways. Neighboring organizations within and outside of these buildings contribute to the UMR experience even if not directly affiliated with the institution.

The distributed campus model was established as the preferred model under the 2009 UMR plan and will continue to guide the development of the Education District going forward.

**“Seeing Mayo Clinic employees in the skyways is an inspiration for my career ambitions”**

**- UMR student**



The master plan organizes the community campus model under three themes:

### **Campus in the City**

Integrating UMR’s physical campus with the fabric of the city and creating synergistic relationships with partnership organizations

### **Campus on the Park**

Envisioning the Education District as an open space link between downtown Rochester and Soldiers Memorial Field Park

### **Campus Connectivity**

Providing access and multiple modes of transportation connecting UMR with its urban context



CONCEPTUAL RENDERING OF THE EDUCATION DISTRICT AT FULL-BUILDOUT

## MASTER PLAN VISION AND PRINCIPLES

---

The University of Minnesota Rochester promotes learning and development through personalized education in a technology-enhanced environment. The University of Minnesota Rochester empowers undergraduate and graduate students to be responsible for their own learning and provides appropriate support to prepare them to succeed in a global and multicultural society. The University of Minnesota Rochester serves

as a conduit and catalyst for leveraging intellectual and economic

resources in Rochester and southeastern Minnesota through its signature academic, research, and public engagement programs in collaboration with other campuses of the University of Minnesota, other higher education institutions throughout the state and nation, governmental and non-profit organizations, and private enterprise.

### **UMR serves as a conduit and catalyst for leveraging intellectual and economic resource in Rochester and southeastern Minnesota**

UMR is graduating students and is acquiring property in the Education District. It is poised to begin its next chapter of growth. Under *Envision UMR*, the University will grow to be a 1,400-student institution, it will construct its first building, and it will establish a master plan for the subsequent phases of the Education District's development. Achieving this vision will require the establishment of strategic partnerships with

public and private entities and the City of Rochester. These partnerships will be structured to

benefit all parties and contribute to the vitality of downtown Rochester.

UMR has articulated several principles that have guided the planning for the Education District, and that will continue to guide implementation of the master plan vision going forward. These principles are listed below:

## PRINCIPLES

1. LEVERAGE PUBLIC-PRIVATE PARTNERSHIPS TO BUILD CAPITAL PROJECTS, DELIVER EDUCATIONAL PROGRAMS, AND CREATE RESEARCH OPPORTUNITIES
2. ESTABLISH A "FRONT DOOR" OPENING FROM DOWNTOWN ROCHESTER INTO THE EDUCATION DISTRICT AND A GATEWAY FROM THE EDUCATION DISTRICT TO SOLDIERS MEMORIAL FIELD PARK
3. MAINTAIN TRANSPARENT AND ACTIVE GROUND FLOOR USES
4. MAINTAIN A CONNECTED AND PEDESTRIAN-FRIENDLY DISTRICT THROUGHOUT
5. CREATE A STRONG ARCHITECTURAL IDENTITY ALONG BROADWAY AND 6TH STREET
6. ENCOURAGE WALKING, CYCLING, TRANSIT USE, AND OTHER ALTERNATIVES TO PRIVATE VEHICLES
7. HOLD ALL CAPITAL PROJECTS TO UM'S B3 SUSTAINABILITY GUIDELINES

2



# MASTER PLAN







PEOPLE'S  
FOOD  
COOP

FIRE  
STATION

6TH ST SW

2ND AVE SW

1ST AVE SW

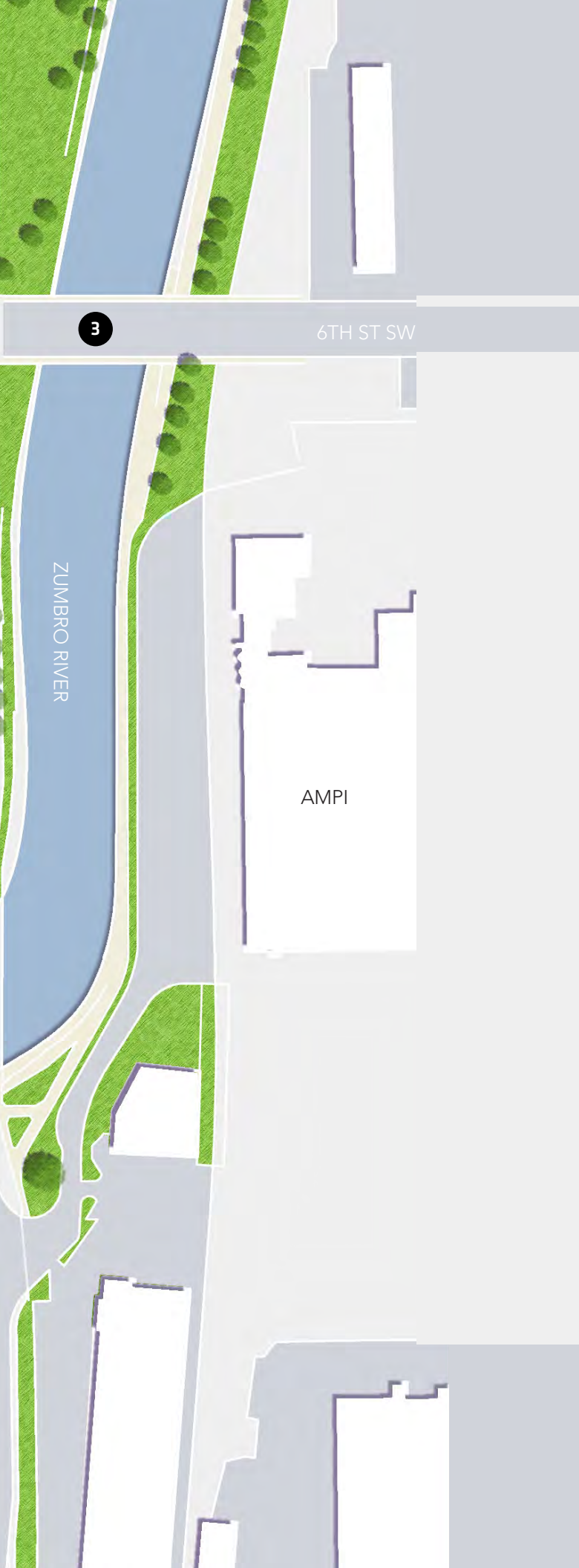
BROADWAY

ZUMBRO  
LUTHERAN  
CHURCH

YMCA

SOLDIERS FIELD  
MEMORIAL PARK

BROADWAY



## MASTER PLAN FRAMEWORK

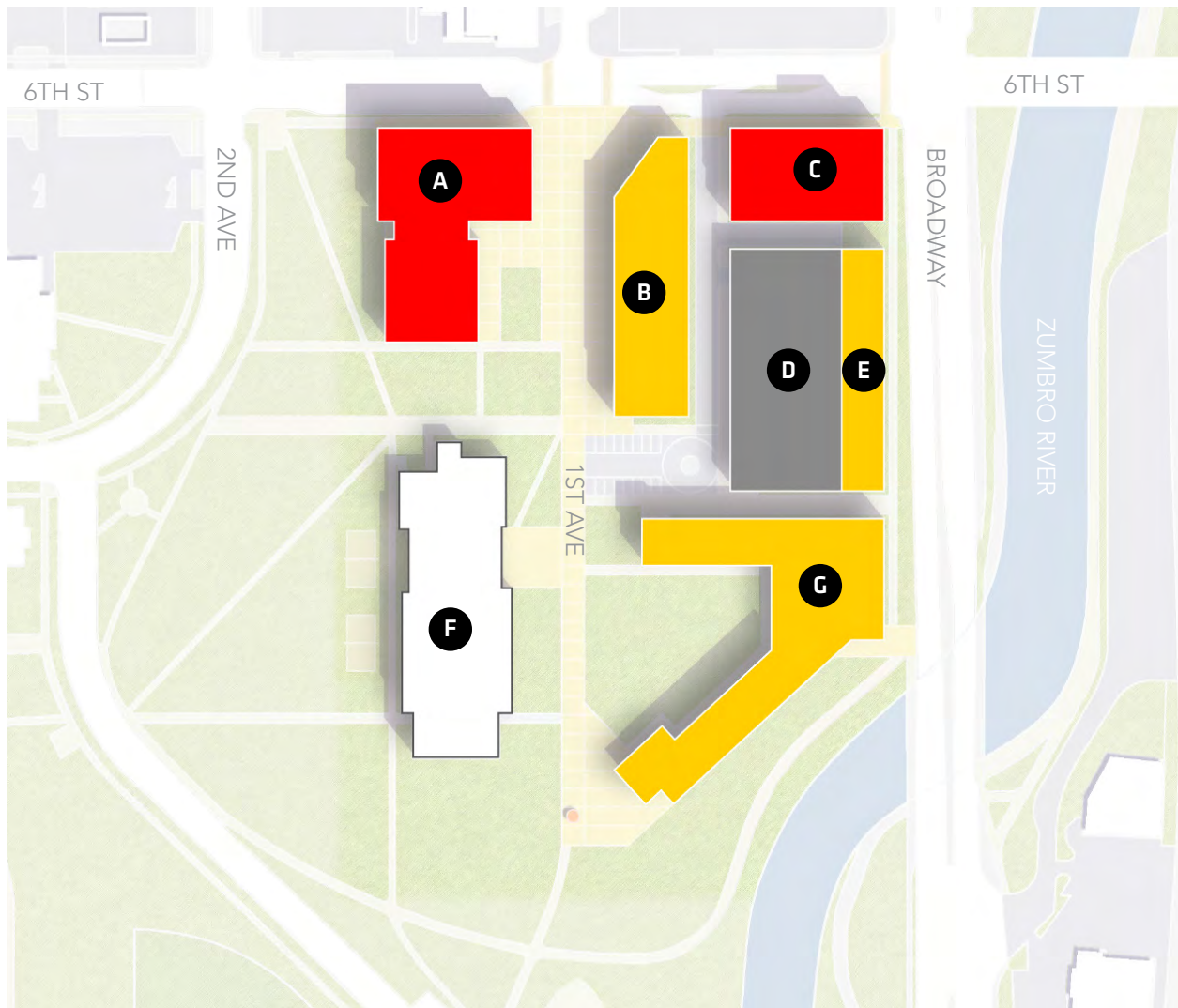
The Education District is poised to be Rochester's hub of learning, research, and collaboration. The master plan envisions a district that fosters synergies between UMR and its partners by bringing students together with the institutional and industry leaders of the medical health professions. Through physical proximity to organizations like the Mayo Clinic and through direct collaborative programs with its partners, UMR and its new facilities in the Education District stand to enhance the total learning environment provided to students both inside and outside the classroom. The Education District—urban and integrated into the downtown fabric—is designed specifically to facilitate this type of educational experience.

1st Avenue will be the spine of this new district. The '10 Downtown Plan recommended the cultivation of 1st Avenue as Rochester's "main street." This notion will be extended into the Education District by orienting the district along First Avenue, closing the street to vehicular traffic, and enhancing it with various pedestrian-oriented amenities.

In addition, a series of new open spaces will provide a supplementary organizing framework. These spaces—both plaza and park—will serve as the fabric of the district, tying together and organizing the buildings so that the district imbues a unified sense of place.

### LEGEND

1. UMR-1
2. UMR-2
3. 6th Street bridge connection
4. Spill-out plaza
5. Partnership building
6. Campus lawn
7. 1st Avenue pedestrianization
8. Parking ramp
9. Partnership building
10. Bus drop-off and handicap parking
11. Campus open space
12. Partnership building
13. Gateway plaza
14. Stormwater landscape



### SITE PROFILE

Metric	Unit
Education District land area	9.8 acres
Total development	587,000 GSF
Floor/Area Ratio	1.4
Parking capacity	280 stalls
Increase in open space	5.1 acres

### DEVELOPMENT SITES

Site	Use	Floor Area (GSF)	Floors (#)
A	UMR-1	120,000	4-7
B	Partnership	114,000	4-6
C	UMR 2	97,000	4-8
D	Parking	n/a	4
E	Partnership	47,000	4
F	YMCA	~82,000	3
G	Partnership	127,000	4
		587,000	

## DEVELOPMENT CAPACITY

---

At full buildout, the 10-acre Education District can accommodate more than a half million gross square feet of development. This level of development is in keeping with the urban design guidelines of the '10 Downtown Plan, which called for seven-to-eight story buildings along 6th Street stepping down to three-to-four story buildings adjacent to Soldiers Memorial Field Park. This proposed massing, along with new campus open spaces, will yield a 1.4 floor-to-area ratio (FAR). FAR is a measure of density that compares the total floor area of all buildings within a district to the surface area of that district. By way of comparison, the FAR of the main quad at UM Twin Cities' is 1.5, and the FAR of the Mayo Clinic campus is 7.0.

In addition to new buildings, 5.1 acres of new open space will be created. 1st Avenue will be transformed into a pedestrian street that

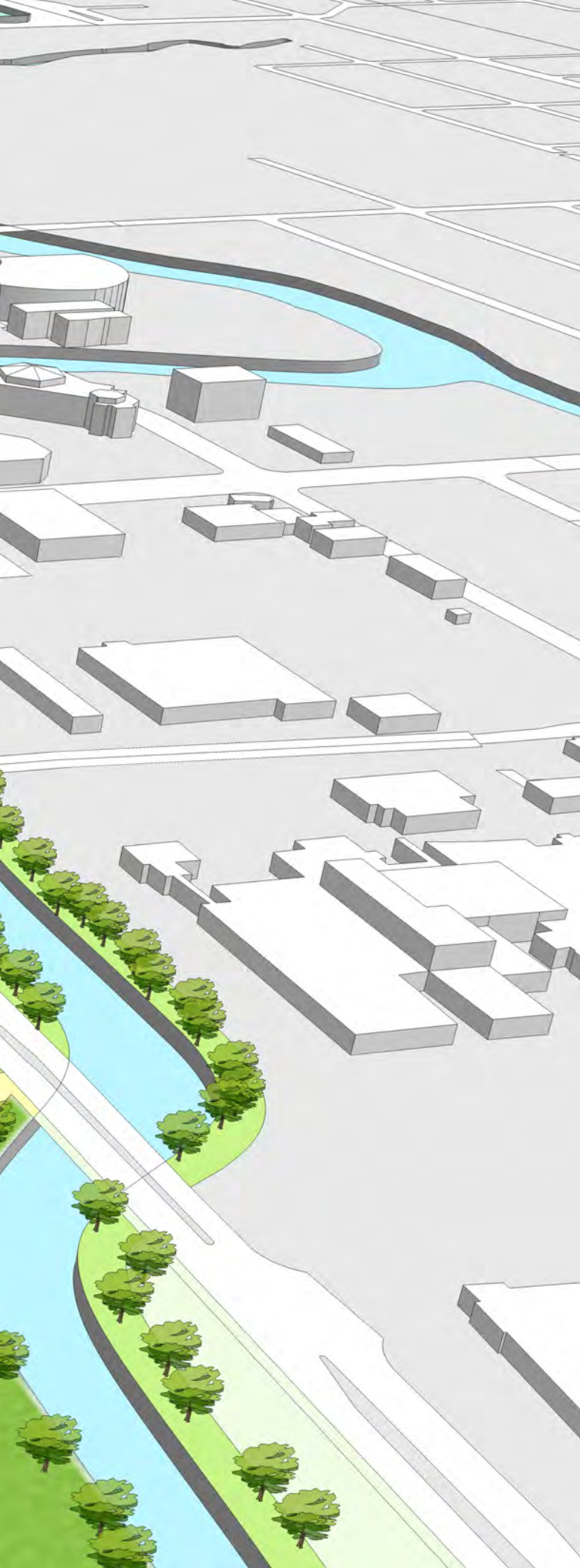
will connect a succession of green spaces and plazas. A new campus green, located south of Development Site A, will connect 1st Avenue to Soldiers Field Memorial Park. And a large open space will be incorporated into the partnership building planned for the site adjacent to the Zumbro River (G).

A parking garage (D) is planned for the Education District to support the new development and replace existing surface parking. At two bays and four stories, the capacity of the garage will be approximately 280 spaces. The garage could be expanded to include a third bay of parking by replacing the adjacent partnership building (E), yielding a capacity of roughly 500 spaces.



**At full buildout, the Education District can accommodate approximately 587,000 gross square feet of development**





## URBAN DESIGN GUIDELINES

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The purpose of Education District urban design guidelines is to capture the design intent of the master plan and provide urban design guidance as new buildings and public spaces are developed over time.

The four principles listed below describe the broad goals for the built environment that will comprise the Education District. These principles are intended to guide the design of individual buildings and landscapes toward a cohesive and distinctive sense of place for the district as a whole. They are consciously structured to support UMR's mission and reinforce the '10 Downtown Plan.

### **PRINCIPLE 1: URBAN DENSITY**

MAXIMIZE DEVELOPMENT POTENTIAL TO CREATE A VIBRANT URBAN DISTRICT WHILE MAINTAINING A HUMAN-SCALED AND HIGH-QUALITY PUBLIC REALM.

### **PRINCIPLE 2: PUBLIC REALM**

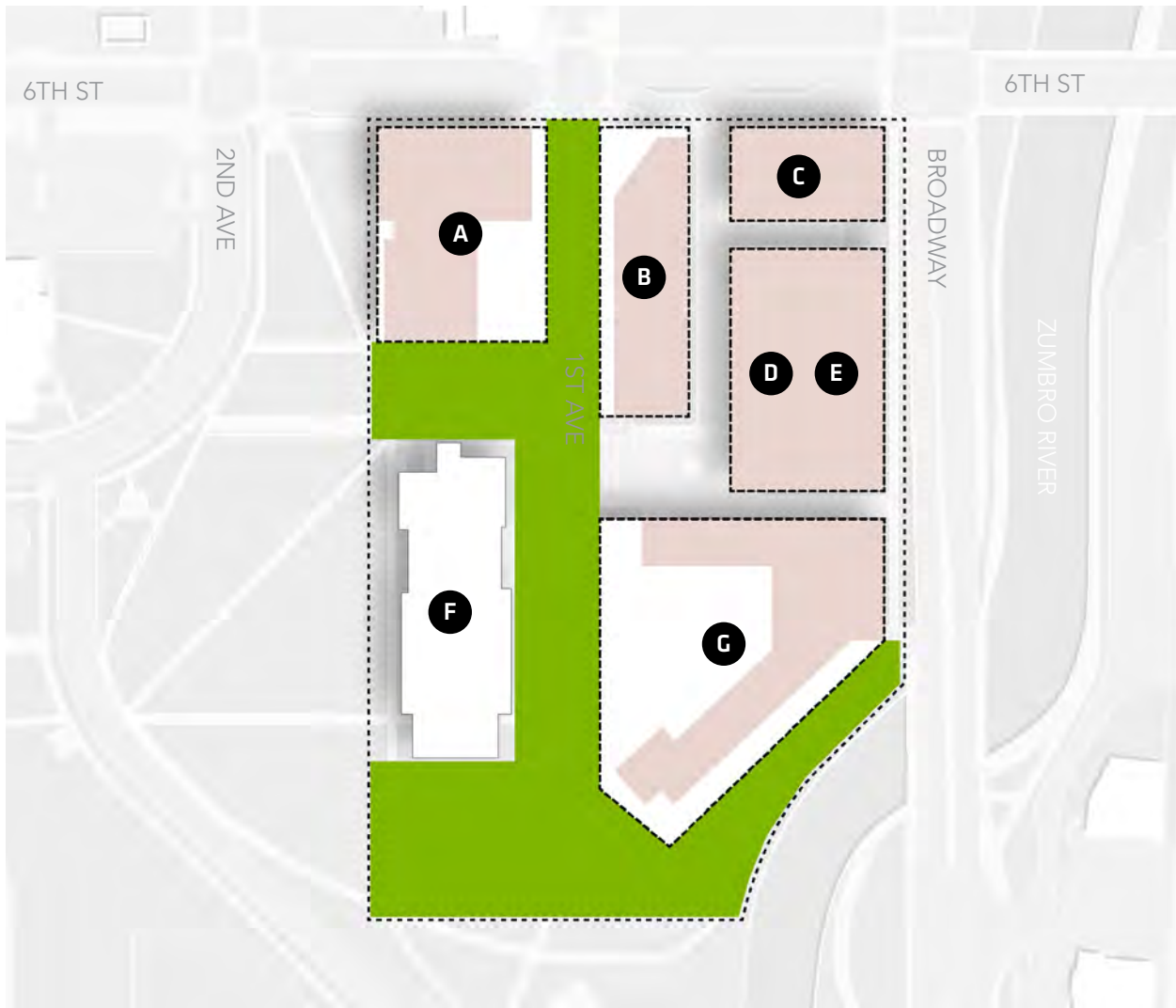
DESIGN BUILDINGS TO CREATE WELL-DEFINED EDGES THAT FRAME STREETS, PLAZAS, AND OPEN SPACES AND ESTABLISH A COMFORTABLE, HUMAN-SCALED, AND CONNECTED PUBLIC REALM.

### **PRINCIPLE 3: FUNCTIONALITY**

BALANCE PEDESTRIAN NEEDS WITH FUNCTIONAL NEEDS OF DROP-OFF, SERVICE, EMERGENCY, AND VEHICULAR REQUIREMENTS WITHIN THE DISTRICT.

### **PRINCIPLE 4: QUALITY OF PLACE**

DESIGN WITH A PALETTE OF LANDSCAPE ELEMENTS, GROUND-FLOOR TREATMENTS AND EQUIPMENT-SCREENING TECHNIQUES TO GIVE THE DISTRICT A SENSE OF PLACE.



### SITE PROFILE

Metric	Unit
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G	Partnership	127,000	4
		587,000	



## PRINCIPLE 1: URBAN DENSITY

---

**Maximize development potential to create a vibrant urban district, while maintaining a human-scaled and high-quality public realm.**

### Development Sites

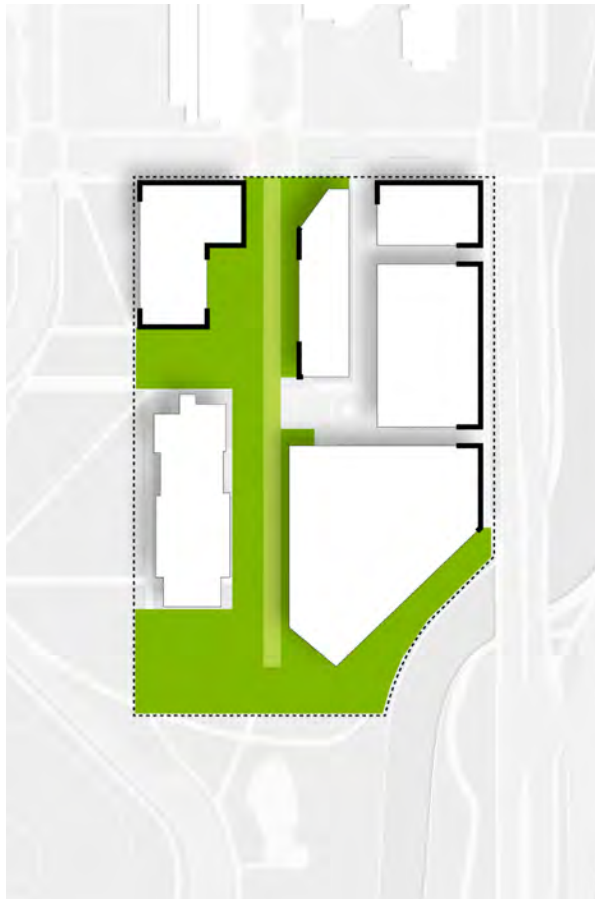
The urban design framework for the Education District aspires to utilize the Rochester urban grid within the district and to create a strong pedestrian network with connections to Soldiers Memorial Field Park.

### Scale and Building Heights




The Education District's development should be responsive to its surrounding context with a building height transition from downtown Rochester to Soldiers Memorial Field Park. As a goal, the establishment of a height of no more than four stories before a step-back will give the district an overall human-scaled pedestrian quality. Building heights that step back along 6th Street should be no more than eight stories and should transition to four stories when adjacent to Soldiers Memorial Field Park. To ensure a human scale, large expanses of uniform façade treatment (especially top to bottom) should be avoided in favor of more responsiveness to context and building function.

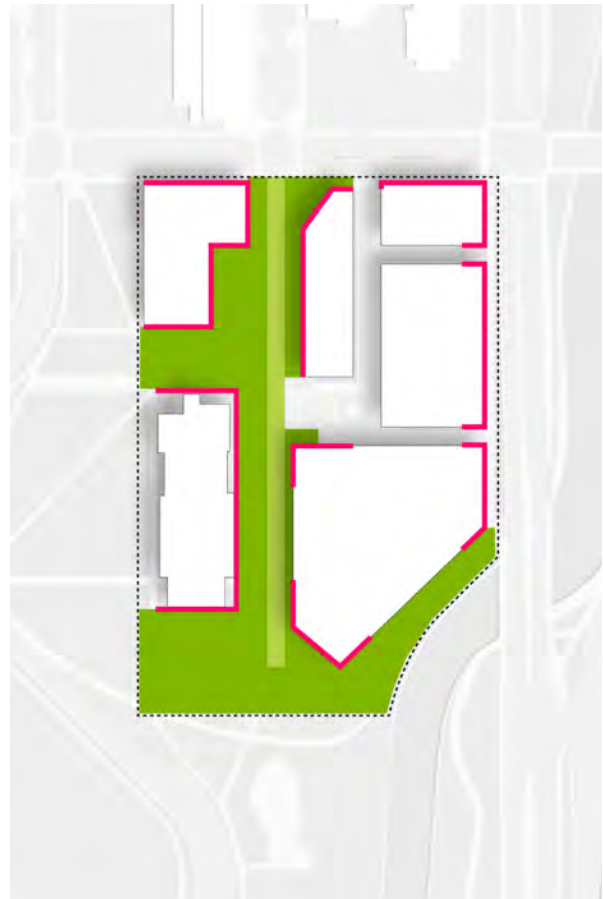
### Building Orientation

Buildings in the district should be oriented in alignment with the Rochester street grid strengthening the urban realm of streets, plazas, and open spaces. Where possible, buildings should be oriented with the long axis east-west to limit east- and west-facing façade areas and maximize north- and south-facing façades. This will limit exposure to the most intense solar heat gain, assuming south facing façades incorporate sun shading or other technologies. When a building's long façade needs to face east or west to meet program requirements and/or reinforce a street edge or public space, sunshades and other architectural devices should be used to limit solar gain.






**PROPOSED BUILD-TO LINES**

-  BUILD-TO LINE
-  DEVELOPMENT BLOCK
-  OPEN SPACE



**PROPOSED ACTIVE EDGES**

-  ACTIVE EDGE
-  DEVELOPMENT BLOCK
-  OPEN SPACE

## PRINCIPLE 2: PUBLIC REALM

---

### **Design buildings to create well-defined edges that frame streets, plazas, and open spaces and establish a comfortable, human-scaled, and connected public realm.**

#### **Build-to-Lines**

Several build-to-lines, where buildings come right to the edge of the street or public space, are recommended to create a strong sense of enclosure in certain areas of the district. Buildings along 6th Street and Broadway should reinforce the street, providing an urban street wall from downtown Rochester to the district. Buildings should allow for a minimum of fourteen-foot sidewalks to accommodate tree plantings, seating, and transit shelters. Generally, ground-level treatment along these edges should be transparent, with visual access to active uses and commercial uses.

#### **Setbacks and Step-backs**

In some instances, setbacks from the property line will allow for a more generous entry court at the public entrances to buildings. For example, the strategic partnership building located at 1st Avenue and 6th Street may be setback to accommodate a more generous entry plaza area along the district's "Main Street" corridor.

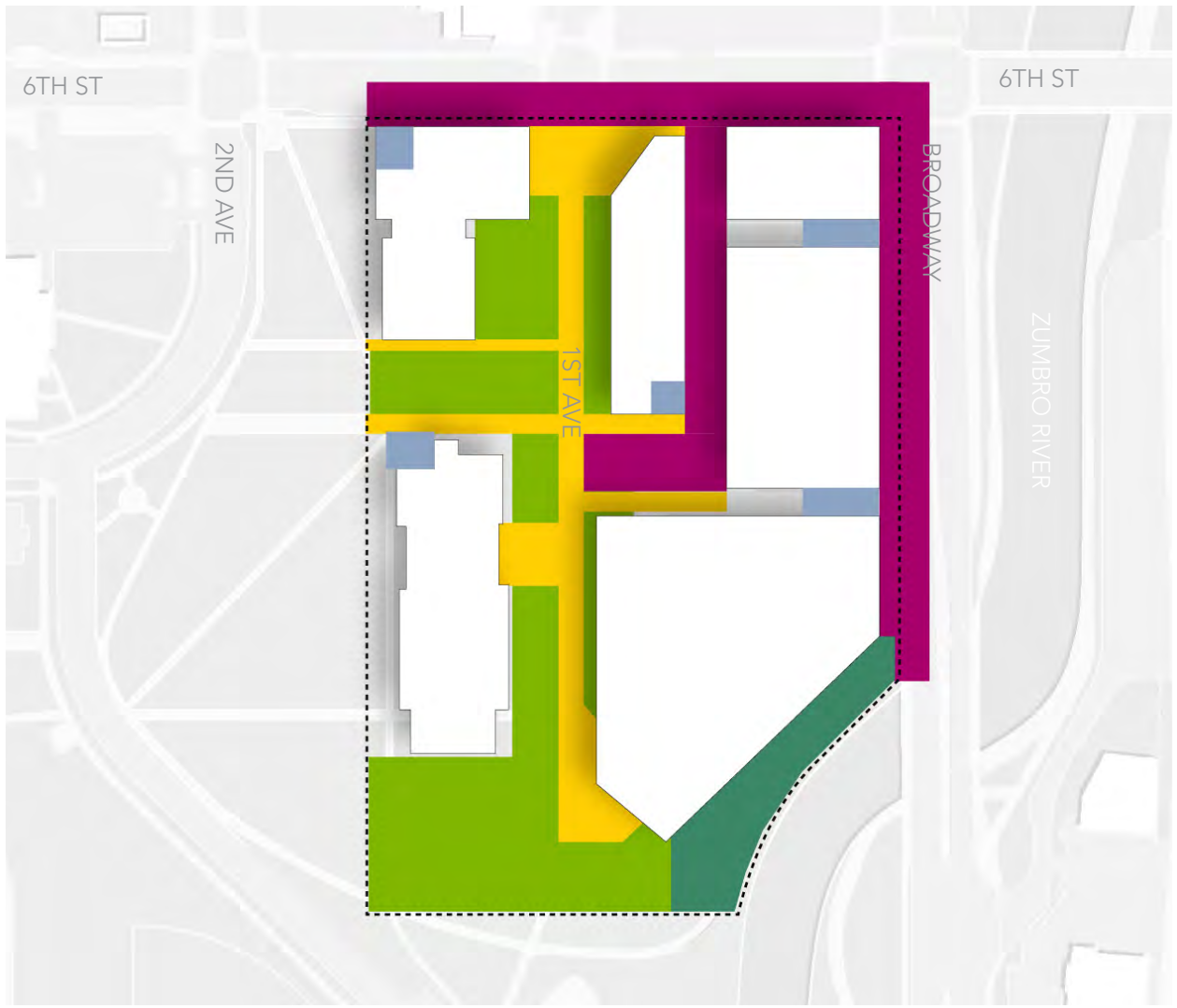
In general, throughout the district, a ten- to fifteen-foot step-back at a four-story building height along active streets and other public places is recommended to ensure a pedestrian scale.

#### **Walkability**

"A combination of the cold Minnesota climate and the operational needs of a medical center have resulted in the proliferation of a subway and skyway system throughout the downtown Rochester core. While this system of underground tunnels and above grade enclosed bridges offers pedestrians shelter from an often harsh climate and from difficult or congested street crossings, it also has the unfortunate side effect of drawing energy and vitality from the exterior street level, a zone that – in most cities – is the main opportunity for the chance encounters that lend excitement and interest to the urban experience."<sup>1</sup>

As recommended in the 2010 Downtown Rochester Master Plan, the urban design of the UMR Education District creates a vibrant, accessible public realm at street level. Building on the Downtown Master Plan's identification of 1st Avenue as an important mixed-use spine, UMR community-oriented and active uses are clustered along the 1st Avenue pedestrian "main street", as well as along 6th Street and Broadway frontages to enliven walking along these streets. Rather than privatizing and hiding community-oriented facilities in the upper levels of buildings, cafes, study commons, and retail are located at the ground level; building facades are designed to be as transparent as possible to reveal the activities within; outdoor gathering spaces are located adjacent to these indoor activity nodes to allow spill-out in temperate seasons and a beautiful view to the outdoors in winter; and buildings are located close together and joined into a coherent, navigable campus fabric by green spaces designed to enhance walking and offer users an opportunity to connect with the natural environment.

1 Downtown Rochester Master Plan. Sasaki Associates, 2010.



**FUNCTIONALITY ZONES**

- PEDESTRIAN
- OPEN SPACE
- ZUMBRO RIVER AREA
- SERVICE
- SHARED

## PRINCIPLE 3: FUNCTIONALITY

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### **Balance pedestrian needs with functional needs of drop-off, service, emergency, and vehicular requirements within the district.**

#### **Functionality Zones**

The Education District must function with a network of pedestrian, emergency, and service needs all intertwined within the same compact geography. The success of the district relies on the careful and distinct design of specific zones and the coordination of pedestrian and vehicular movements within and between them.

The diagram to the left illustrates three zones: pedestrian, shared, and service. The following describes the design recommendations for each zone:

Pedestrian zones should have extensive shade throughout to create a cooler, more comfortable microclimate for people walking in the district. Pathways, seating areas, pedestrian lighting, and other pedestrian amenities should be carefully located within the pedestrian zones of the district. Ground floors of buildings facing onto the pedestrian zones to the extent possible should be transparent and accommodate a range of active uses.

Shared zones, areas for pedestrian and vehicular movement, should provide shaded sidewalks. Curbs, bollards, and special paving should be used to delineate pedestrian zones that are safe and well protected from vehicular traffic and service vehicles. It is highly recommended that an operational system to schedule delivery and pick up trips be coordinated to regulate and limit the number of large vehicles driving in the district during peak pedestrian times.

Within the shared zone, special attention should be paid to shepherding pedestrians to specific points of crossing. Critical to the functionality of the Education District is the creation of well-defined and safe areas where pedestrian and vehicle paths cross. Bus drop-off for district stakeholders should be studied to accommodate proper turning radii and an appropriate size for the drop-off area.

Service zones need to provide optimized functionality for service and emergency vehicles as well as for access to loading docks. Roadways need to have proper width and turning radii for large service trucks to access loading docks. Loading areas should accommodate all of the service, storage, trash, and recycling needs of the district facilities. Ensuring that the operational needs of the users in the district are met is critical to its long-term success and functionality.



Race Street Pier | Philadelphia, USA (above)  
Stationsstraat | Sint-Niklaas by Grontmij, Belgium (below)

## PRINCIPLE 4: QUALITY OF PLACE

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### **Design with a palette of landscape elements, ground-floor treatments and equipment-screening techniques to give the district a sense of place.**

#### **Shady Streets and Open Spaces**

The Education District's site location provides an exciting opportunity to reinforce Rochester's streetscape improvements and to create open spaces that connect to Soldiers Memorial Field Park.

Extensive planting of shade trees both on streets and in plazas and quads is an important recommendation for the district. The urban design principles of urban density and public realm will ensure that buildings are organized within the grid of streets and pathways to create significant shade. Trees should be planted to supplement and provide continuous shade in pedestrian areas.

Providing open spaces in the district will greatly enhance the quality of place. Forty to fifty percent of the overall district should be devoted to open space. The southeast area of the district, between "Main Street" and Broadway, provides an opportunity for the district to engage the Zumbro River and create a vibrant green space. This southeast area should be developed as fifty to sixty percent open space.

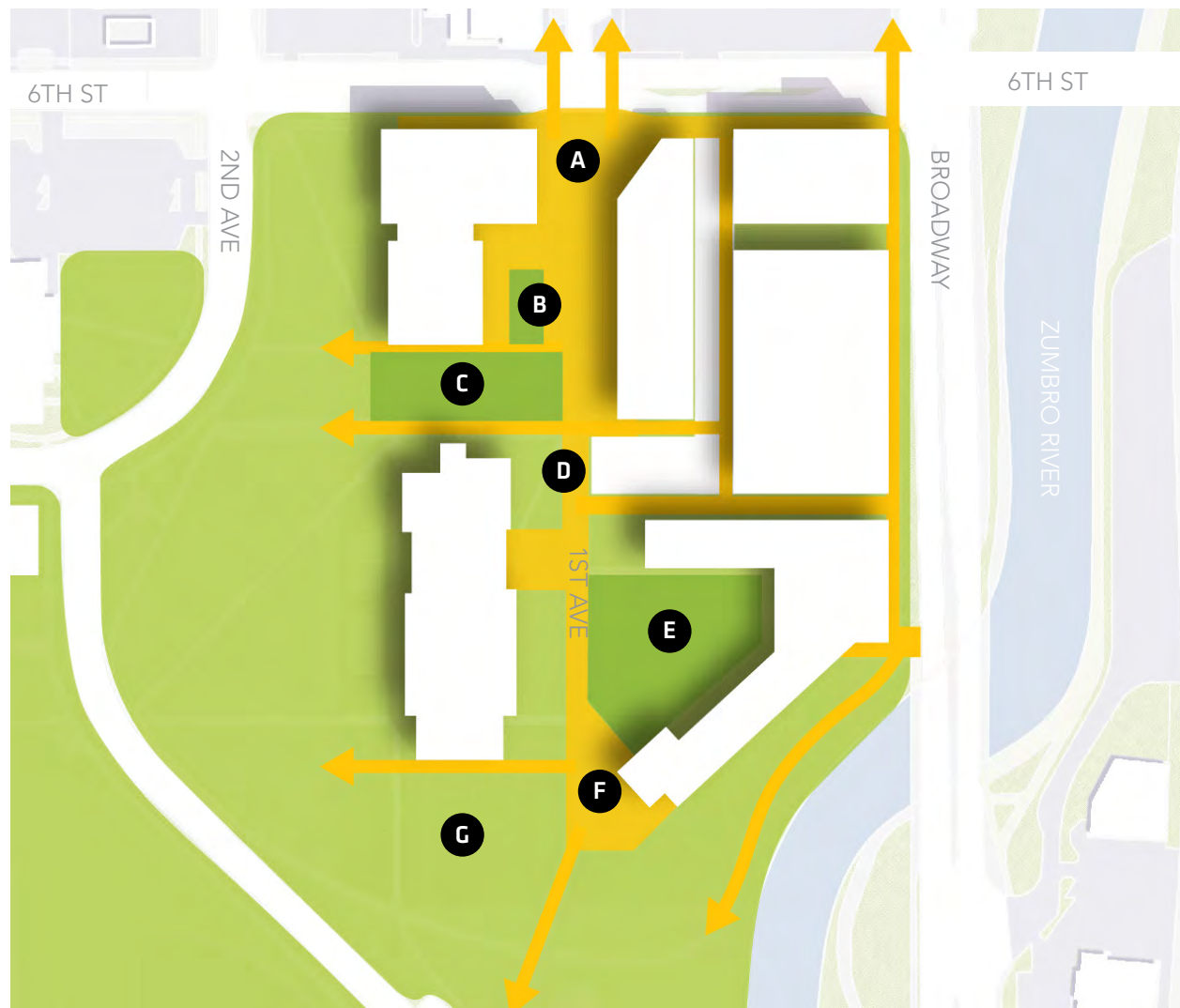
#### **Ground Level Treatment and Building Entrances**

It is critical to the vibrancy of the new district that the streets and public spaces are activated by the uses in the ground level of buildings. Retail, food and beverage, and other active and visually interesting uses should face the streets and public spaces as indicated in the attached "Active Edges" diagram. Activating "Main Street" by providing visual transparency and vibrant uses is an opportunity to extend Rochester's 1st Avenue into the district as an animate promenade. Wherever possible, primary building entrances should face onto the active edges to contribute to the animation of these key public spaces in the district.

#### **Screening of Equipment**

Critical to the success of a compact, urban district is the careful screening of the extensive utility and service equipment and infrastructure that will be required to service its buildings and users. Service areas and outdoor equipment must be screened from public view using architectural walls, screens, and hedges where possible. Street entrances to loading areas should be screened.

## OPEN SPACE FRAMEWORK



More than five acres of new open space is planned for the Education District. The 1st Avenue pedestrian street (D) will become a spine connecting new open spaces and serving as the “main street” of the district. A gateway plaza (A) will provide a flexible space for farmers’ markets, food trucks, a pop-up skating rink, and other uses. A shaded plaza (B) will transition from the busy entrance to UMR-1 to 1st Avenue. The University’s main campus green (C) will be located just south of UMR-1. This will be the signature green space for UMR and an important connection to Soldiers Memorial Field Park. A second green space (E) will take the form of a flexible lawn and be incorporated into the development of the partnership site adjacent the Zumbro River. A rain garden (G), a planted depression that attenuates and treats stormwater, will be incorporated into the landscape south of the Y. Finally, a second gateway plaza (F) will mark the seam between the Education District and Soldiers Memorial Field Park.

### LEGEND

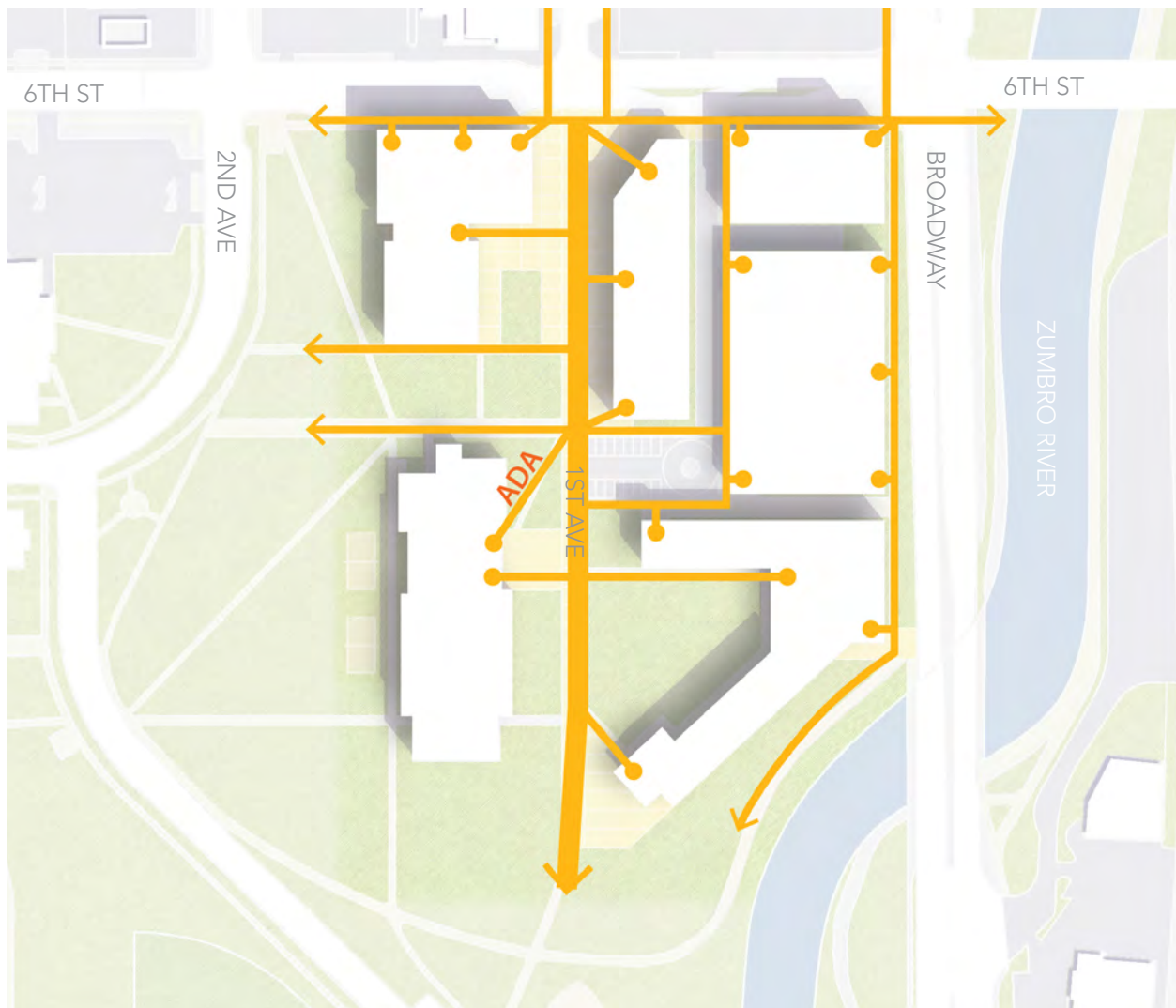
- A. Gateway plaza
- B. “Spill out” plaza/grove
- C. Campus green
- D. Pedestrian “Main Street”
- E. Flexible lawn
- F. Gateway plaza
- G. Rain garden





The Plaza at Harvard University | Cambridge, USA (above)  
PPG Place | Pittsburg, PA (left)

## PEDESTRIAN FRAMEWORK



Stakeholder input, both anecdotal and through the MyUMR survey, indicated a strong desire for a walkable campus. Over 47 percent of survey respondents identified walking as their preferred means of getting around, more than any other mode (including driving). In response, the Education District has been designed for pedestrians. Building upon the '10 Downtown Plan's concept of extending the "main street" character of 1st Avenue south into the Education District, 1st Avenue (south of 6th Street) will be transformed into a pedestrian street lined with trees and framed by active ground-floor uses. It will link together the various components of the district and connect it to Soldiers Memorial Field Park and downtown Rochester.

### LEGEND

- Pedestrian Path
- Building Entrance

**Walking was the most-desired way to get around: 47% of respondents indicated walking was their preferred mode**



The 1st Avenue pedestrian street will be designed with features that encourage walking, people-watching, and other pedestrian activities. Shade, outdoor furniture, and special pavers are some of the design components that can be used to create a great walking environment for this district “main street.”

The street will be wide enough that cyclists and pedestrians can share the street without conflict. Emergency vehicles, deliveries, and other limited vehicular activity will also be accommodated.

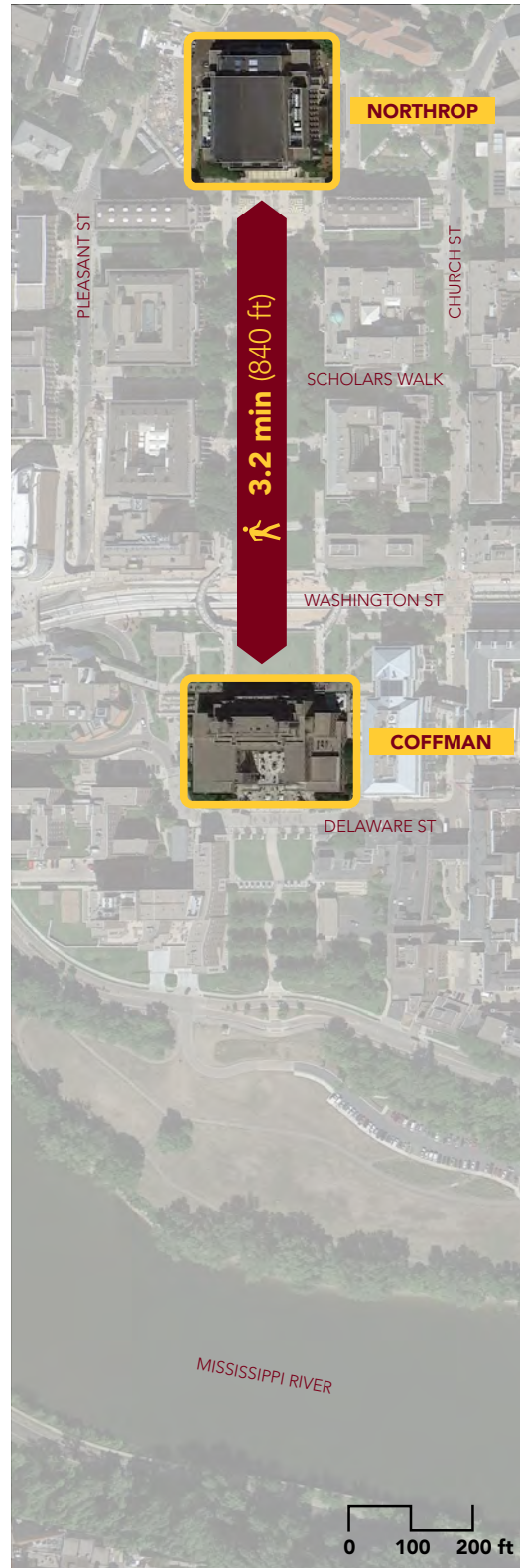
As the primary connection between the Education District, 318 Commons, and University Square; the quality of the public realm from a pedestrian’s perspective will be vital.

Stationsstraat | Sint-Niklaas by Grontmij, Belgium

# COMPARATIVE WALK DISTANCES



UM Rochester



UM Twin Cities

## PEDESTRIAN FRAMEWORK (CONT).

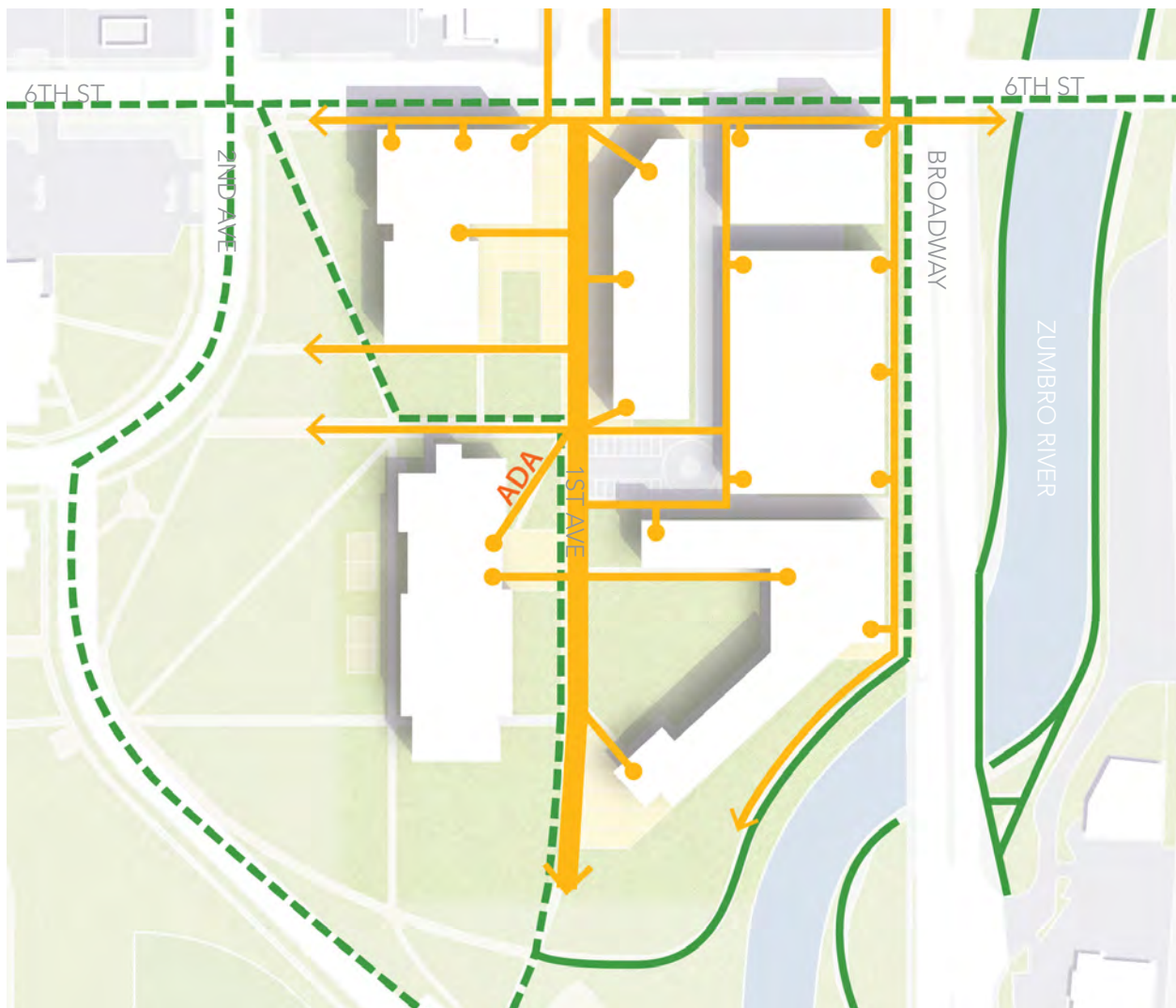
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All corners of UMR's campus—University Square, 318 Commons, and the Education District—are within easy walking distance of each other. Able-bodied humans walk at a pace of roughly three miles per hour. At that rate, University Square and 318 Commons are roughly 3.4 minutes apart. 318 Commons and the Education District are roughly 2.8 minutes apart.

These walk times are comparable to the time it takes to walk the main quad at UM Twin Cities. There, it takes 3.2 minutes to walk from the Northrop Auditorium to the Coffman Union.

A combination of short distances between buildings and the pedestrian-oriented streetscape improvements described previously stand to create a high level of walkability at UMR.

## BICYCLE FRAMEWORK



Over the past decade, bicycle use in the United States has increased significantly and has been embraced as a practical, reliable, and economical mode of transportation. Across the United States, bicycle culture is strongest in college towns. In Davis, California, bicycles account for 19.1 percent of journeys to work (or school). Minneapolis is also a leader in the bicycle movement. It ranks second nationally in share of bicycle commuters, behind only bicycle haven, Portland, OR. Moreover, ridership in Minneapolis has grown 179 percent since 1990.<sup>1</sup>

### LEGEND

- Existing Bike Routes
- - - Proposed Bike Routes
- Pedestrian Path

Interest in cycling is strong at UMR as well: 26 percent of MyUMR respondents identified cycling as their first or second most desired means of getting around. The Education District is positioned well to receive the demand given its location on the Zumbro River ped/bike path, an important route in metro Rochester's regional path network. The provision of bicycle infrastructure within the Education District is planned to improve the safety and convenience of bicycle commuting.

<sup>1</sup> *Where We Ride: Analysis of Bicycling in American Cities*. The League of American Bicyclists. 2012.

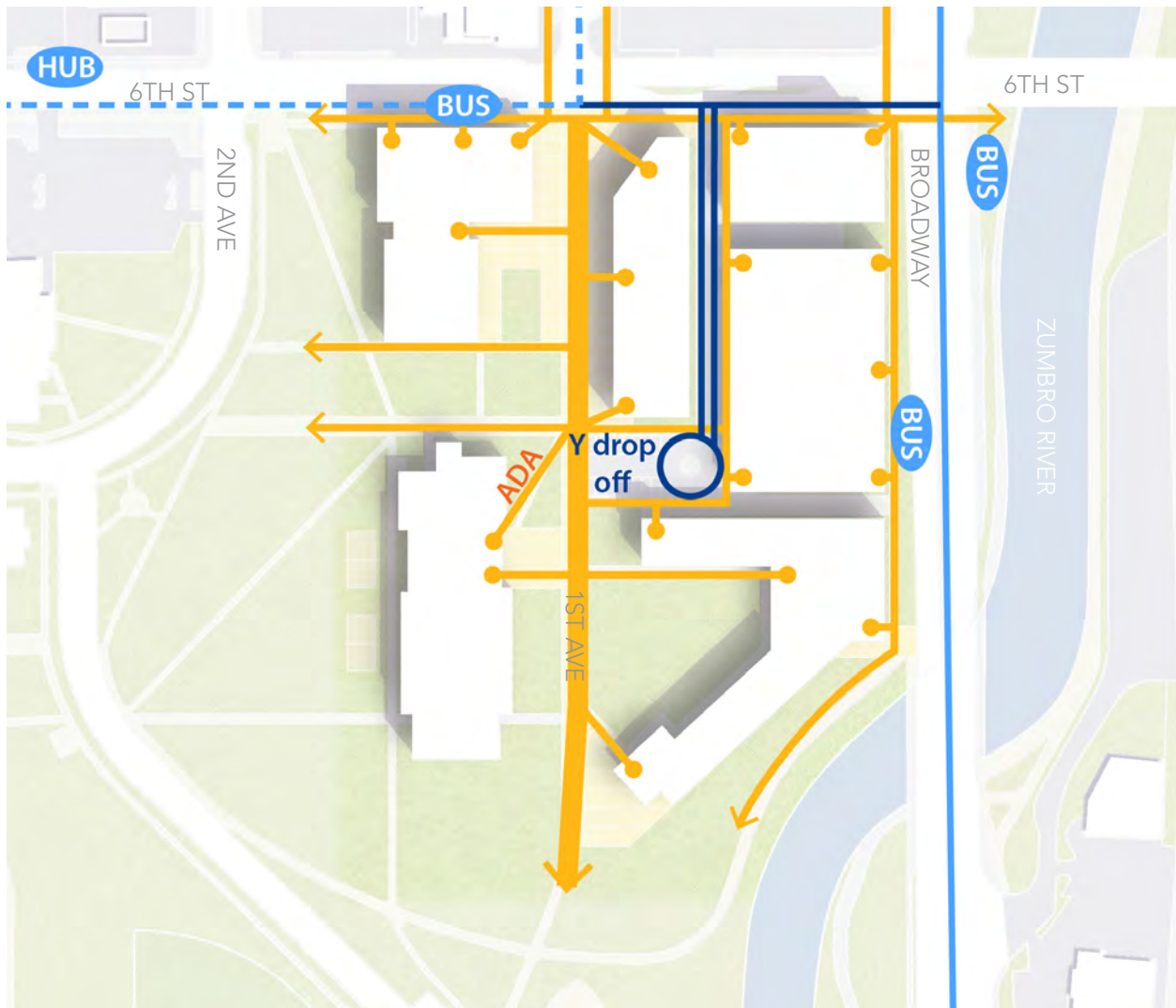


Pier 6 | Brooklyn, USA (above)



Nice Ride bicycle station, Minneapolis, USA (left)

## TRANSIT FRAMEWORK



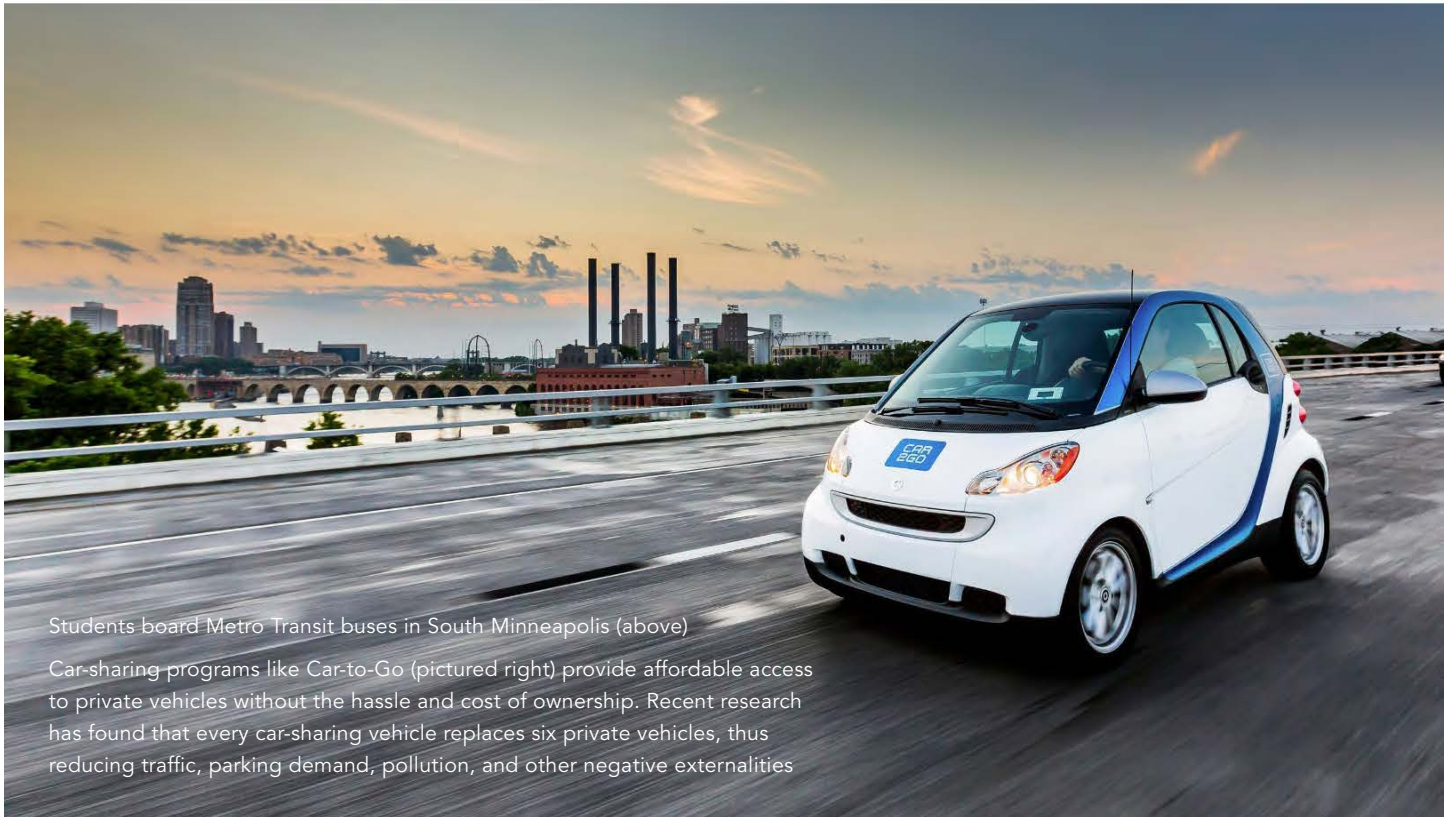
A sizeable portion (17%) of MyUMR survey respondents identified transit as their first or second most preferred means of getting around. UMR offers discounted transit passes to UMR students, which boosts ridership. However, the Rochester's transit system is currently designed around professional commuters rather than students. Buses have limited service in the evenings, limited Saturday service, no service on Sundays, and they do not go to several destinations important to students.

While addressing the City's transit system's shortcomings is outside the scope of *Envision UMR*, discussions are taking place on how to make improvements. A new transit hub is being considered for 6th Street adjacent to the Education District. This, and a new bus stop on Broadway would greatly improve the utility of the bus network from UMR's perspective.

### LEGEND

- Existing Public Bus Route
- - Recommended Public Bus Route
- BUS Recommended Public Bus Stop
- HUB Recommended Future Transit Hub
- O Y Bus Drop Off





Students board Metro Transit buses in South Minneapolis (above)

Car-sharing programs like Car-to-Go (pictured right) provide affordable access to private vehicles without the hassle and cost of ownership. Recent research has found that every car-sharing vehicle replaces six private vehicles, thus reducing traffic, parking demand, pollution, and other negative externalities

## VEHICULAR ACCESS AND PARKING



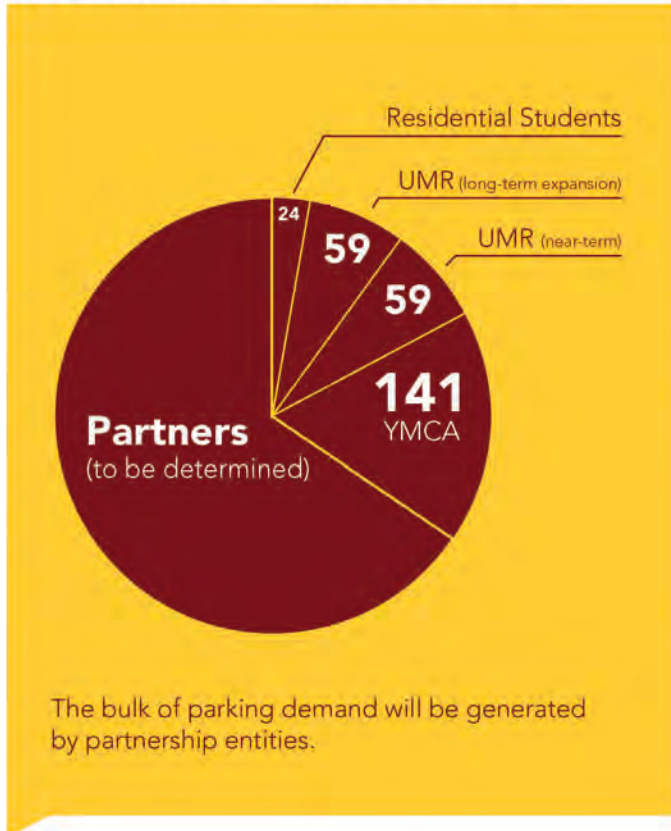
The car is the dominant mode of transport in Rochester, and the UMR community by-and-large relies on the private automobile to access the existing campus. While the Education District has been planned to prioritize pedestrians, convenient car access has been built into the design.

An interior street will be located behind the buildings lining 1st Avenue and Broadway. Motorists will be able to access a drop-off loop, handicap parking, and a 280-space parking garage off of this street. Service and emergency access will be accommodated through the new interior street and the 1st Avenue pedestrian street.

An analysis of both demand-side and supply-side parking economics was conducted to determine an appropriate supply of parking for the Education District. Although it is conventional to study only the supply-side, understanding the generators of parking demand is an important part of the equation.

UMR has promising potential to reduce car-dependency by reducing the need to drive in the first place. Of MyUMR respondents, 72 percent indicated that they prefer to live downtown or in downtown-adjacent neighborhoods that are within walking or cycling distance to the Education District. Moreover, 47 percent of respondents ranked walking as their preferred

## EDUCATION DISTRICT PARKING DEMAND FORECAST



**Sources:**  
 Transportation Research Board. TCRP Report 108. Washington, 2005  
 University of Minnesota Rochester data and forecasts  
 American Planning Association. Planning and Urban Design Standards. Hoboken, 2006

## CURRENT UMR PARKING DEMAND



## PARKING DEMAND MANAGEMENT

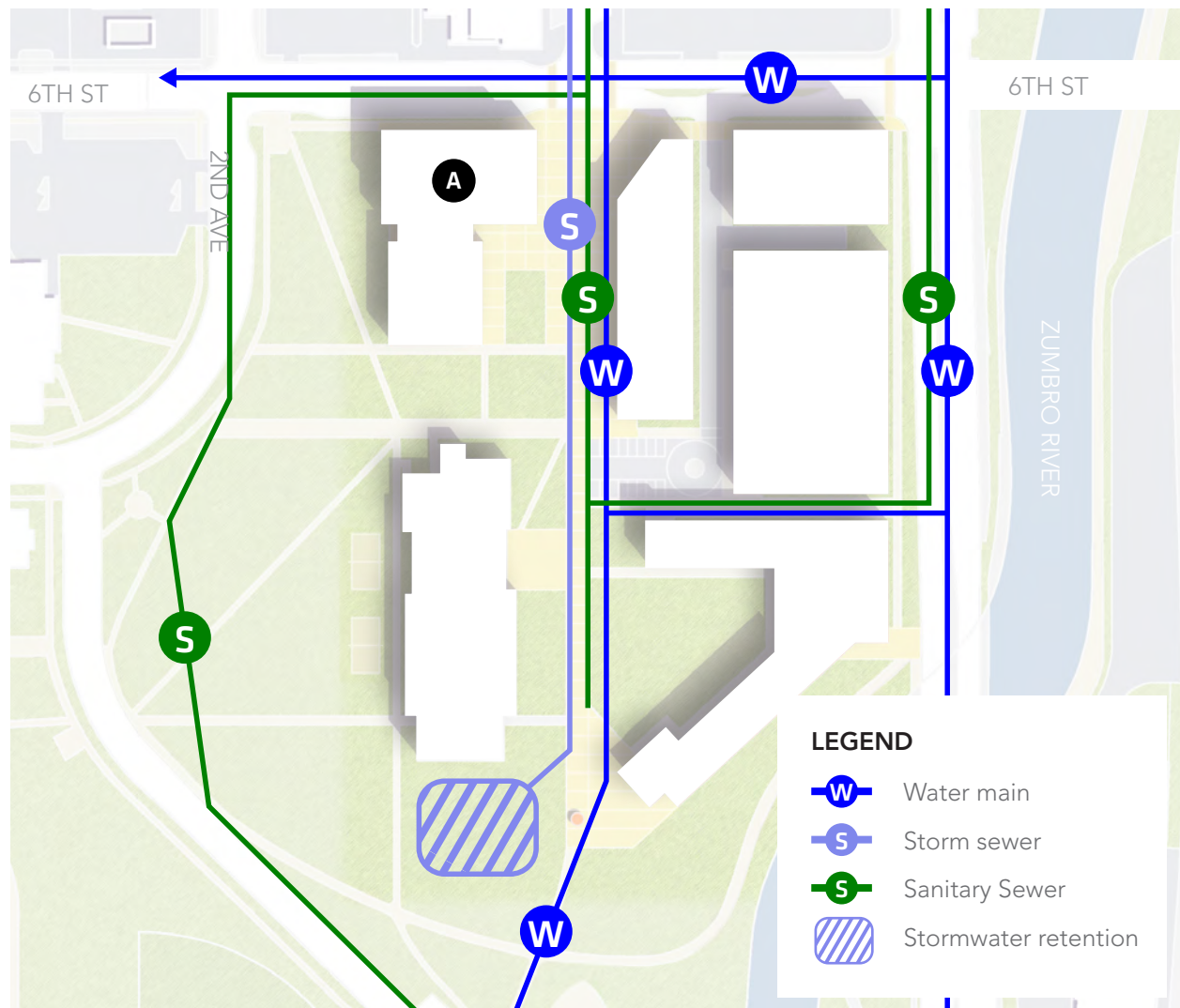


primary means of transportation (driving was second with 42 percent). These preferences are already evident in parking utilization, particularly among students. UMR leases just one parking space for every 8.2 students, evidence that students are choosing car-free or car-limited lifestyles.

In addition, shared parking is expected within the district, which will further reduce demand. For example, a UMR student may patronize district retail and attend class in a UMR building, but will only park once. Users visiting district retail, as well as YMCA users, are not storing their cars on-site all day - YMCA and retail-oriented parking will have a high turnover rate.

If existing patterns of driving behavior continue, UMR will initially generate demand for less than 60 parking spaces. The bulk of parking demand will be generated by partnership entities. That partnership parking demand will depend on a number of variables not known at this time including: type of use, amount of space built, and availability of parking near the Education District.

## INFRASTRUCTURE



The University of Minnesota’s sustainability guidelines—Buildings, Benchmarks, and Beyond (B3)—set standards for capital projects throughout the UM system. Among the B3 standards, the University calls for Best Management Practices (BMPs) for storm water runoff rate control, volume control, and water quality that will apply to campus development. The BMPs include; green roofs, permeable pavements, rain water harvest, rain gardens, underground detention, and ponds. These BMPs will be used to develop the UMR Storm Water Management Plan.

The City is updating its storm water management policies similar to B3 standards. The City policies

are changed periodically, so UMR development must be flexible to adapt to the City’s changing policies.

### Storm Water Fee

The City charges a monthly fee based on a property’s impervious surface area. A lump sum charge is also required when impervious surface area is added during construction.

UMR will be converting existing impervious surface area into interim green space (pervious area) as properties are acquired in the campus planning area. UMR will determine the most cost-effective method to benchmark current



Como Zoo Visitor Center | St. Paul, USA (top left)  
 SW 12th Street | Portland, USA (top right)  
 Rain garden at UConn | Storrs, USA (top left)

**Five acres of hardscape will be reclaimed as pervious surfaces that will attenuate stormwater flow during major storm events and filter out harmful pollutants**

impervious areas so that future development is not penalized. Through any method, UMR development will result in a reduction to the existing impervious surface area.

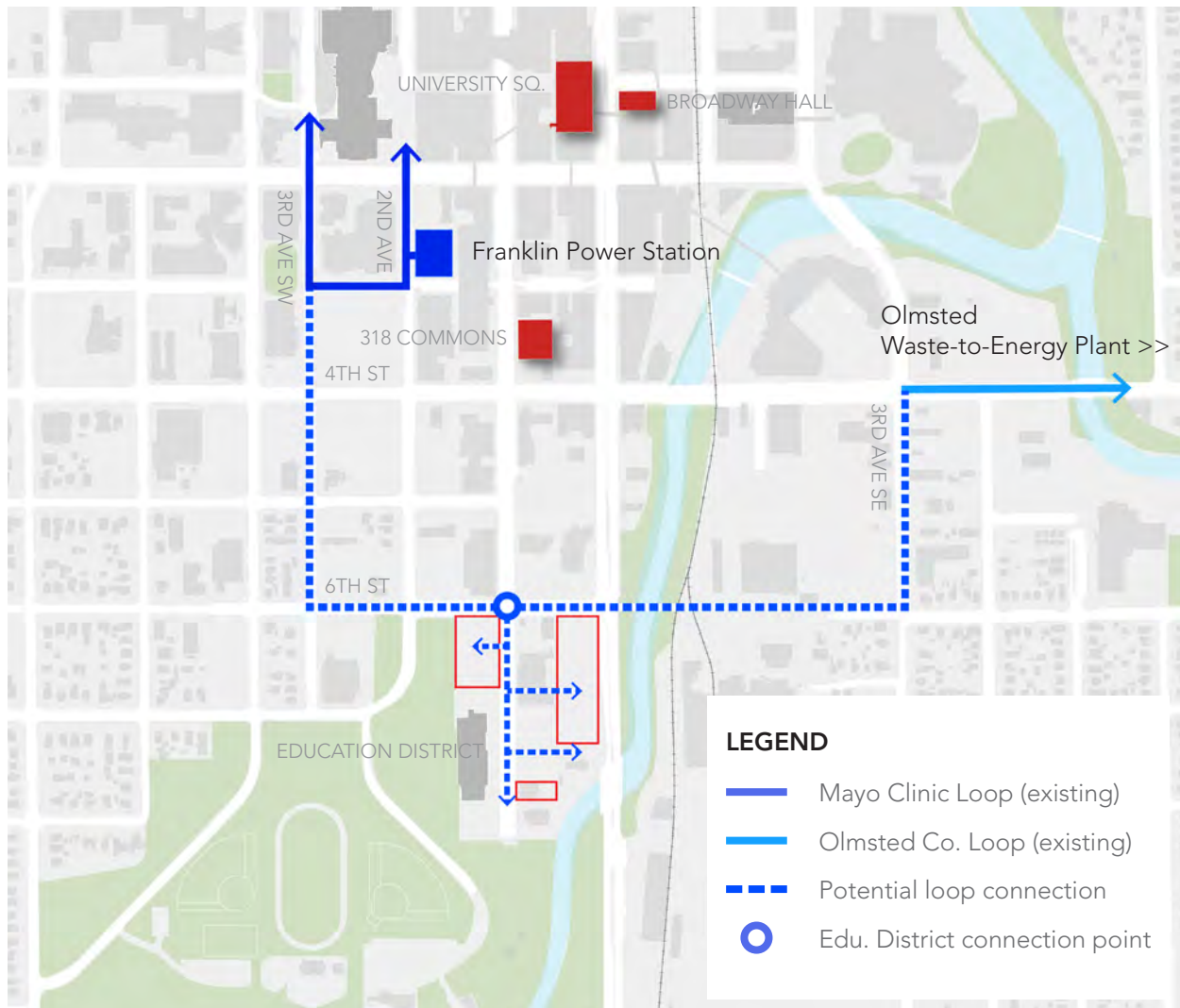
**Water Main**

The City’s distribution system is capable of providing for the domestic and fire protection needs for the UMR Campus. As the UMR campus is developed the replacement of the 1st Avenue SW water Main will be required.

**Sanitary Sewer**

In anticipation of UMR development the City constructed a relief line to the west of the proposed campus. As development occurs the replacement of the existing sanitary sewers located within the UMR campus will be required.

## INFRASTRUCTURE (CONT.)



### District Energy

Generating and distributing energy at a district scale rather than building-by-building greatly improves energy efficiency, reduces carbon emissions, and decreases life-cycle costs among other benefits. District energy systems produce steam, and/or hot or chilled water at a central plant; then pipe it underground to individual buildings for space heating, domestic hot water, heating, and air conditioning.<sup>1</sup>

There are two district energy systems in place in Rochester: one maintained by Olmsted County, the other by Mayo Clinic. The Education District lies between the two systems and could potentially link them together.

Olmsted County's system extends to the intersection of 4th St. SE and 3rd Ave SE. A proposal to extend it across the Zumbro River

1 What is District Energy? *International District Energy Association*. Web. 5 Aug, 2014.

2 Carbon Sink. *Wikipedia*, Jul 2014. Web. 5 Aug, 2014.


is in the planning stage. The County's system generates energy from a waste-to-energy plant two miles east of downtown. This system provides significant environmental benefits given the plant qualifies as a carbon sink: a reservoir that accumulates and stores carbon-containing compounds through the process of carbon sequestration.<sup>2</sup>

The Mayo Clinic also maintains a district energy system, which extends to the intersection of 3rd St SW and 3rd Avenue SW. The institution's long-term expansion plans call for approximately ten million square feet of new development, mostly southwest of downtown (as depicted in the '10 Downtown Plan). Extending the district energy system to serve this development will bring it to the extents of the County system as well as the Education District.

It is here that UMR can plug into the dichotomous systems. This will require minimal investment on the part of UMR (which does not intend to own any district energy infrastructure in Rochester). Other than underground distribution lines, no dedicated district energy facilities are required within the Education District. Individual buildings can simply plug into the distribution lines.

Expanding and linking the County and Mayo clinic distribution networks will require significant investment and coordination, possibly in conjunction with transportation infrastructure projects. For example, the 6th Street Bridge as proposed under the '10 Downtown Plan is the optimal connection point between the County's network east of the Zumbro River, Mayo Clinic's planned expansion, and the Education District.

UMR will continue to coordinate with its public and institutional partners around district energy.



**BUILDINGS,  
BENCHMARKS & BEYOND  
(B3) GUIDELINES**  
VERSION 2.2

**THE B3 GUIDELINES ARE APPLIED TO THE DESIGN OF NEW BUILDINGS OR RENOVATIONS TO MEET SUSTAINABILITY GOALS FOR SITE, WATER, ENERGY, INDOOR ENVIRONMENT, MATERIALS AND WASTE. THE B3 GUIDELINES ARE REQUIRED ON ALL PROJECTS THAT RECEIVE GENERAL OBLIGATION BOND FUNDING FROM THE STATE OF MINNESOTA.<sup>3</sup> ALL PROJECTS IN THE EDUCATION DISTRICT WILL MEET THE B3 GUIDELINES, WHICH INCLUDE:**

**PERFORMANCE MANAGEMENT**

- P.0 Guideline Management
- P.1 General Project Data
- P.2 Planning for Conservation
- P.3 Integrated Design Process
- P.4 Design and Construction Commissioning
- P.5 Operations Commissioning
- P.6 Lowest Life Cycle Cost

**SITE & WATER**

- S.1 Identification and Avoidance of Critical Sites
- S.2 Stormwater Management
- S.3 Soil Management
- S.4 Sustainable Vegetation Design
- S.5 Light Pollution Reduction
- S.6 Erosion and Sedimentation Control during Construction During Construction
- S.7 Landscape Water Efficiency
- S.8 Building Water Efficiency
- S.9 Appropriate Location and Development Pattern
- S.10 Brownfield Redevelopment
- S.11 Heat Island Reduction
- S.12 Transportation Impacts Reduction
- S.13 Wastewater Management
- S.14 Bird-Safe Building

**ENERGY & ATMOSPHERE**

- E.1 Energy Efficiency
- E.2 Renewable Energy
- E.3 Efficient Equipment and Appliances
- E.4 Atmospheric Protection

**INDOOR ENVIRONMENTAL QUALITY**

- I.1 Restrict Environmental Tobacco Smoke
- I.2 Specify Low-emitting Materials
- I.3 Moisture Control
- I.4 Ventilation Design
- I.5 Thermal Comfort
- I.6 Quality Lighting
- I.7 Effective Acoustics
- I.8 Reduce Vibration in Buildings
- I.9 Daylight
- I.10 View Space and Window Access
- I.11 Personal Control of IEQ Conditions and Impacts
- I.12 Encourage Healthful Physical Activity

**MATERIALS & WASTE**

- M.1 Life Cycle Assessment of Materials
- M.2 Environmentally Preferable Materials
- M.3 Waste Reduction and Management

<sup>3</sup> n.p. Minnesota B3 Guidelines. Regents of the University of Minnesota, 2013. Web. 24 Jul. 2014.



318 Commons | Rochester, USA

## **PARTNERSHIP EVALUATION CRITERIA**

1. MUST BE AN EXISTING, FINANCIALLY-SOLVENT ENTITY
2. MUST HAVE A COMMUNITY-BASED CONSTITUENCY
3. STRENGTH AND RELEVANCE OF BRAND IDENTITY
4. INTEREST IN SHARED/FLEX SPACE
5. SYNERGY POTENTIAL
6. FULFILLMENT OF THE "PROXIMITY PRINCIPLE"



## PARTNERSHIPS

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Through partnerships with metro Rochester institutions, organizations, and the city itself; UMR can leverage its resources to deliver a high-quality educational experience to its students while simultaneously contributing to the economic growth of downtown Rochester.

UMR already has active partnerships in place. In an educational collaboration with the Mayo Clinic School of Health Sciences, UMR offers a B.S. in Health Professions whose curriculum focuses on the science foundations, liberal education, and prerequisite courses selected to meet the need for deeper academic preparation in health professions.

UMR maintains space in 318 Commons, a privately-developed mixed used building. Within the building UMR maintains faculty office space, study space, classrooms and laboratories, and six floors of apartments. These uses are intermixed with non-affiliated uses, including restaurants and retail at the ground level and a health clinic at the skyway level.

The health clinic in 318 Commons is another active partnership. UMR contracts with the Olmsted Medical Center to provide medical services to UMR students.

UMR partners with the Rochester Area Family Y to provide sport and recreation amenities to students through student service fees. These partnerships allow UMR to provide amenities and opportunities to its community that it would not otherwise have the resources or student customer base to support independently. They are examples of the community campus model in action.

In selecting future partner organizations, two prerequisite criteria must be met. The organization: must be an existing, financially-solvent entity, and it must have a community-based constituency. Once these conditions are met, the organization should be evaluated on: the strength and relevance of its brand identity; its interest in shared/flex space; its synergy potential; and its fulfillment of the “proximity principle,” i.e. the degree to which the partner organization’s presence strengthens UMR’s mission to prepare students for their lives and future health-related careers.

**“Higher education can no longer stand apart, but must be collaborative and partnership-driven.”**

**- 2009 UMR Plan**

3



# IMPLEMENTATION





BROADWAY PARCEL

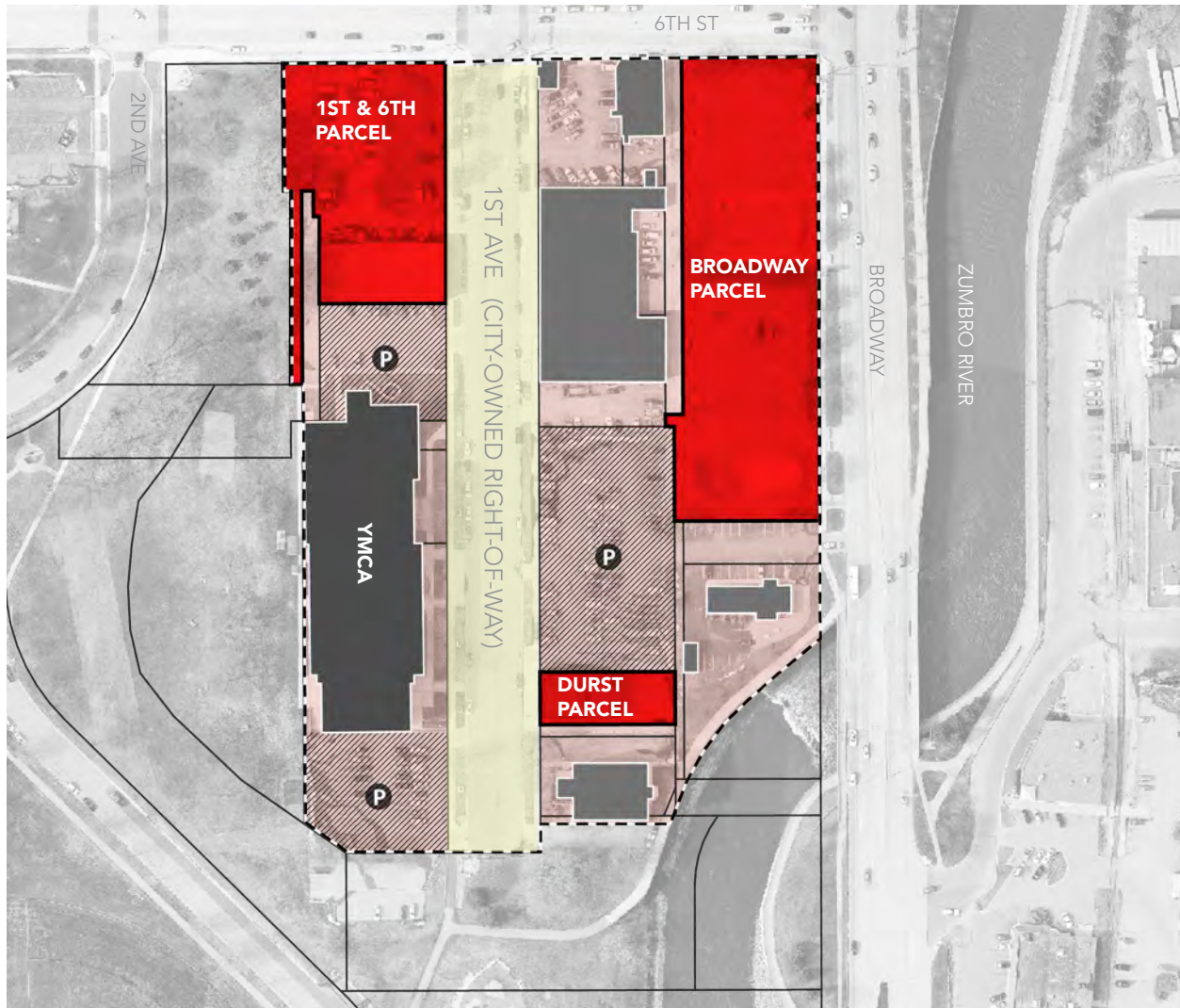


1ST & 6TH PARCEL



DURST PARCEL

## LAND ASSEMBLY



UMR is in the incremental process of purchasing the properties that comprise the Education District. It currently owns 2.7 acres and the Y owns another 2.7. Together they control over half (55%) of the 9.8-acre district. The University's intention to acquire a contiguous tract of land for its planned expansion is intentionally public and transparent.

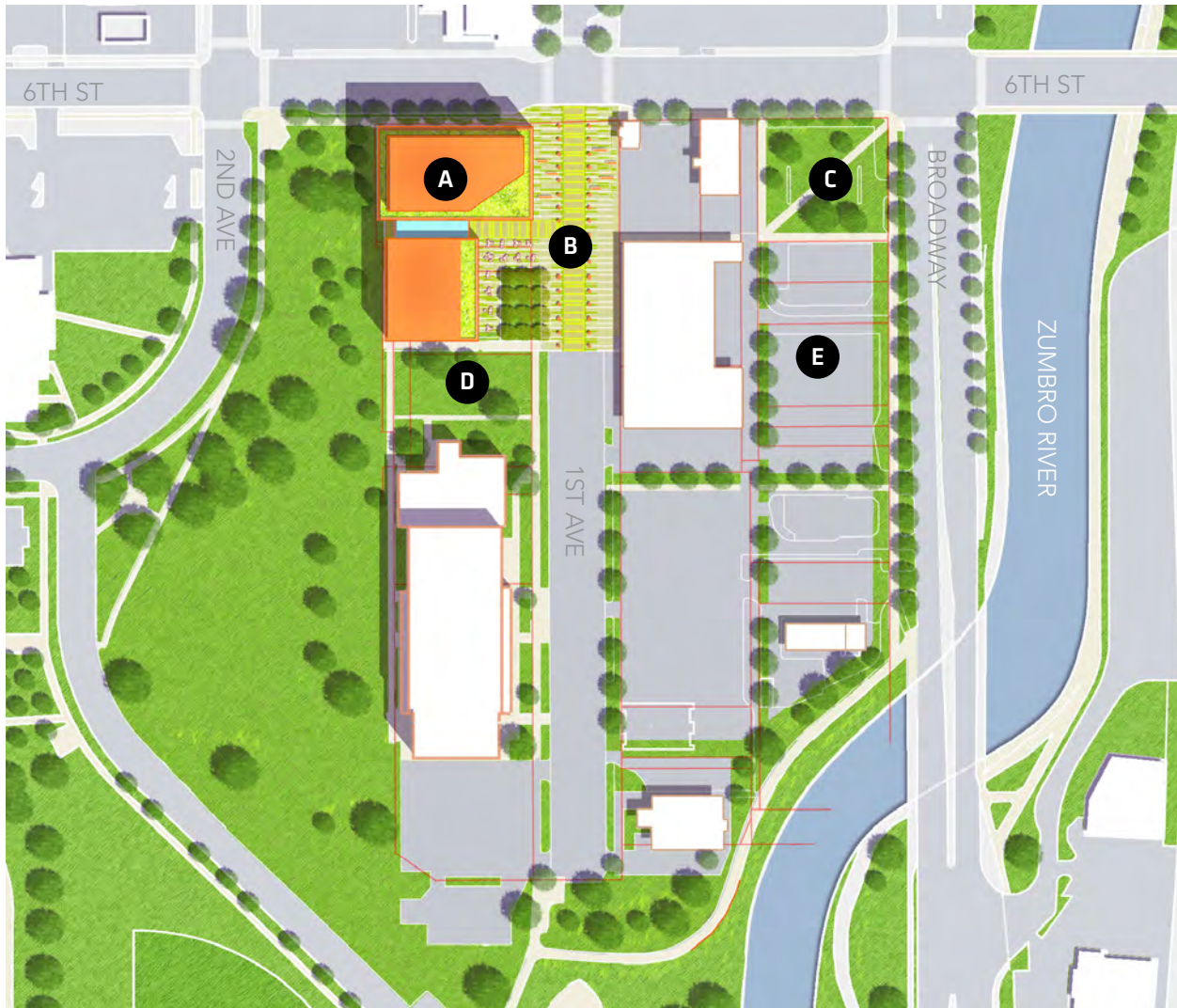
The parcels that the Y building occupies will remain Y-owned. UMR's vision for the Education District respects the current boundaries of Soldiers Memorial Field Park.

### LAND OWNERSHIP AS OF JULY 1, 2014

- UMR-owned property
- Existing building
- YMCA-owned parking lot

Property	Acreage
UMR holdings	2.65
YMCA holdings	2.74
City-owned R-O-W	1.8
Other privately-held parcels	2.58
<b>Education District total</b>	<b>9.77</b>

## PHASING



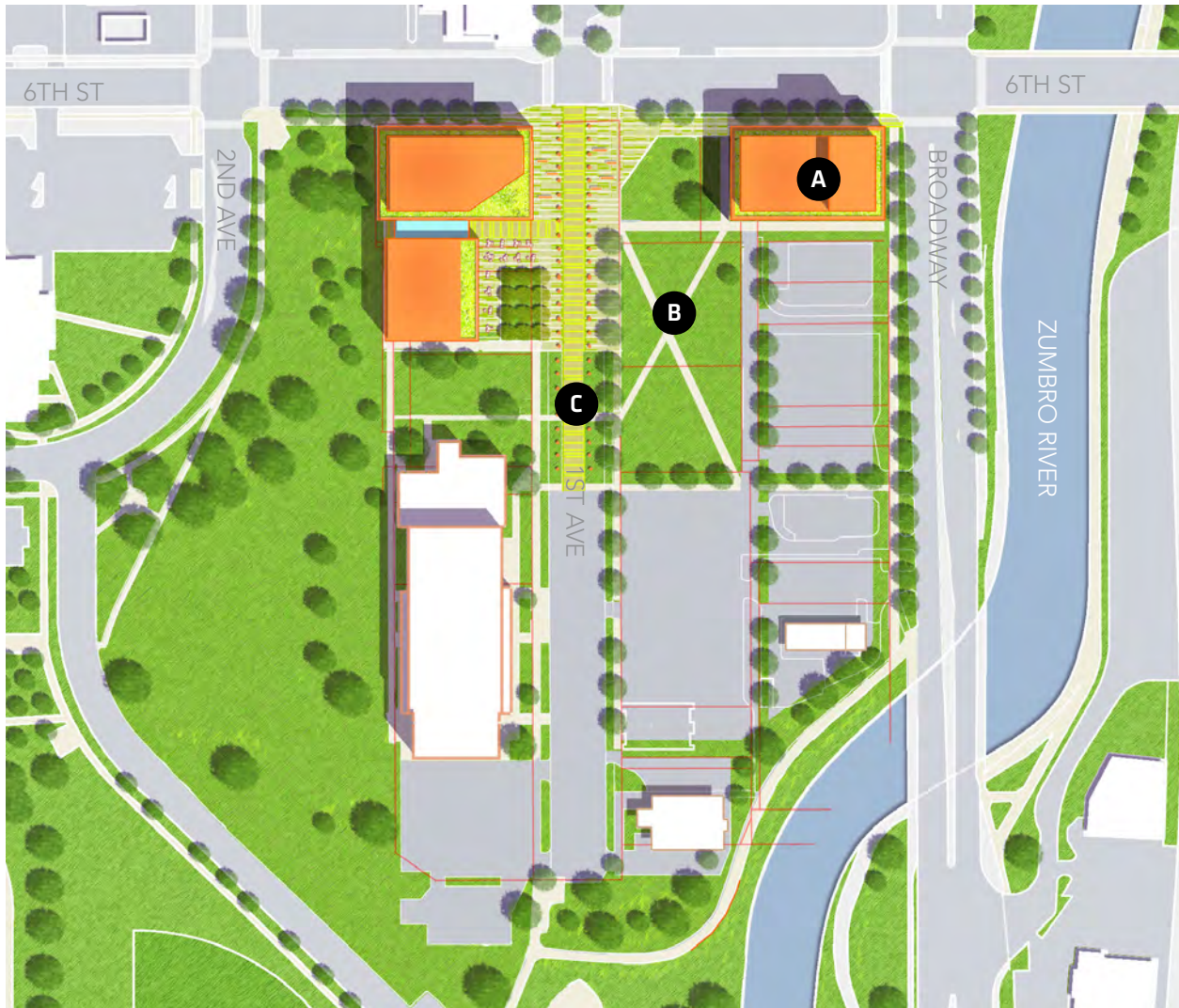
Project	Description
A	Conduct site testing and analysis to inform decisions about structure types, and environmental conditions. Construct UMR-1, a mixed use building containing classrooms, labs, office space, study/gathering space, and partnership space.
B	Complete first section of 1st Avenue pedestrianization. Coordinate with the City and local property owners to ensure access, including service and emergency vehicles. If necessary, these improvements could be designed and constructed separately from UMR-1.
C	Adjust Broadway parcel to meet future needs for parking
D	Complete UMR campus green. Verify parking needs, UMR-1 construction staging and park programming as part of the design of the campus green.
E	Construct interim parking facilities as needed to serve UMR-1 pending future phases. Coordinate street access with City.

## **PHASE 1**

The buildout of the Education District can begin at the corner of 1st Avenue and 6th Street on land currently owned by UMR. This location has been identified for UMR-1: the University's first purpose-built facility. UMR-1 and associated site improvements are anticipated to be designed and constructed within approximately six to eight years of this plan, but the actual implementation schedule will depend on funding, enrollment growth and local partnerships.

The pedestrianization of 1st Avenue can also begin during Phase 1. Since the street will always be accessible to certain vehicles (i.e. service and emergency vehicles), during interim phases general traffic can be permitted to enter. This will not interfere with planned public realm improvements.

Once parking is redistributed, the campus green (D) can be completed under Phase 1. Minor site improvements to UMR's Broadway parcels may be required to ready them for parking purposes.



Project	Description
A	Construct UMR-2, a mixed-use building for the long-term expansion of the University. Consult with CPPM and local partners to determine building program and space needs.
B	Create a temporary open space. Evaluate interim parking needs prior to site improvements. Remove or abandon existing water main if feasible. Several easements cross the site, particularly between Broadway and 1st Avenue SW. Prior to redevelopment, these should be resolved with the relevant parties, including Rochester Public Utilities and the City
C	Complete second section of 1st Avenue pedestrianization while maintaining access to parking and buildings on south end of site



## **PHASE 2**

Phase 2 involves the construction of UMR-2: the University's second purpose-built facility. UMR-2 is envisioned as mixed-used building that accommodates the long-term expansion of the University and space for to-be-determined partnerships.

The second section of the 1st Avenue pedestrianization project can also be completed during Phase 2. Pending land acquisition, a temporary open space can be created to connect UMR-1, UMR-2, the Y, and Soldiers Memorial Field Park.

The timing of UMR-2 and other Phase 2 projects has not yet been determined and will depend on property acquisition, enrollment growth and local partnerships.

### PHASE 3



Project	Description
A	Complete interior street and vehicular drop-off. Consult with transit providers and local alternative-transportation programs to identify appropriate street design.
B	Construct parking garage. Consult with the City and other partners to determine space needs, technical and regulatory factors (such as flood zone ordinances) and potential cost-sharing. The design should consider access from Broadway as well as the potential for adding levels to the parking structure as a future phase.
C	Construct mixed-use partnership building containing ground-floor retail and/or food and beverage, with office and flex space above
D	Complete the third and final section of 1st Avenue pedestrianization
E	Create temporary open spaces at the YMCA and Condominium sites

**PHASES 4 + 5**



Project	Description
A	Construct a mixed-use partnership building for the long-term expansion of the University and partner uses
B	Construct a partnership building for a to-be-determined program

4



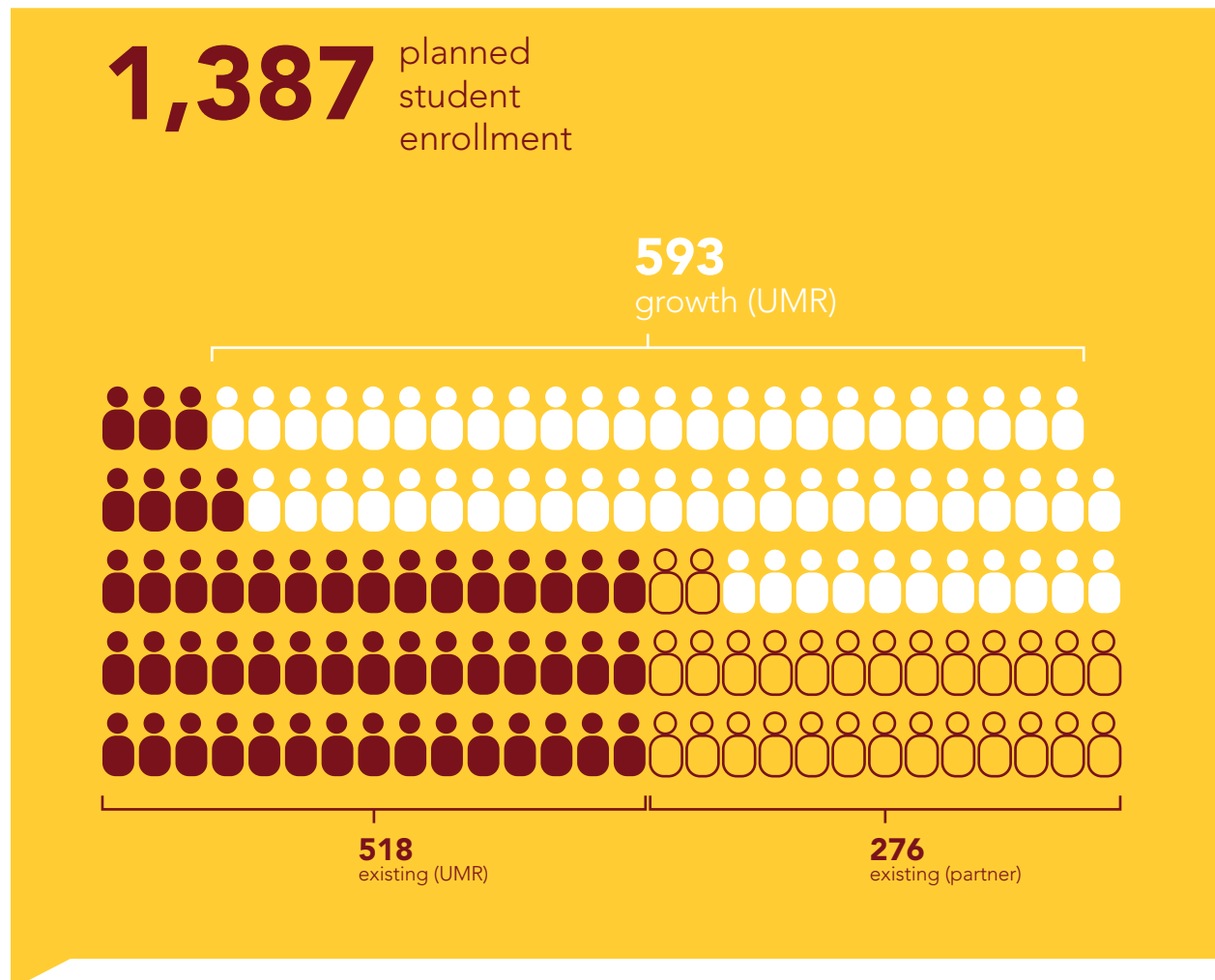
# UMR-1 PROGRAM



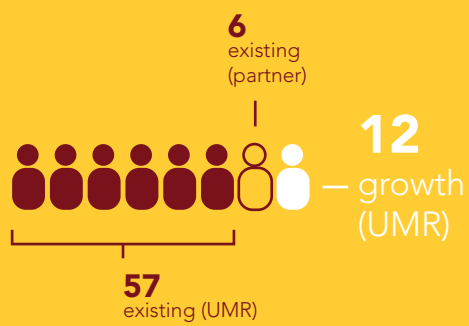
## ENROLLMENT

Planned enrollment growth is the main driver of UMR expansion into the Education District. Over ten years, enrollment will grow to approximately 1,400 from today's enrollment of 794. The entirety of that growth will come from UMR programs. Enrollment in partner programs, which currently accounts for 35 percent of the UMR student body, will remain steady.

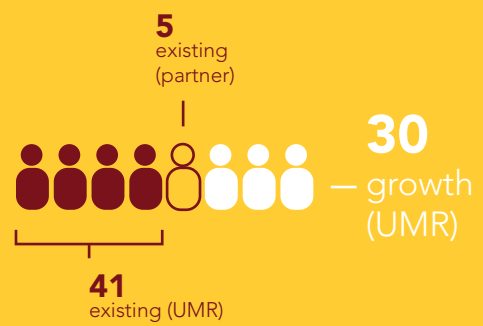
Approximately 30 faculty and 12 staff will be hired to accommodate the influx of students, bringing the total faculty headcount to 76 and the total staff headcount to 75.



**75** planned staff headcount



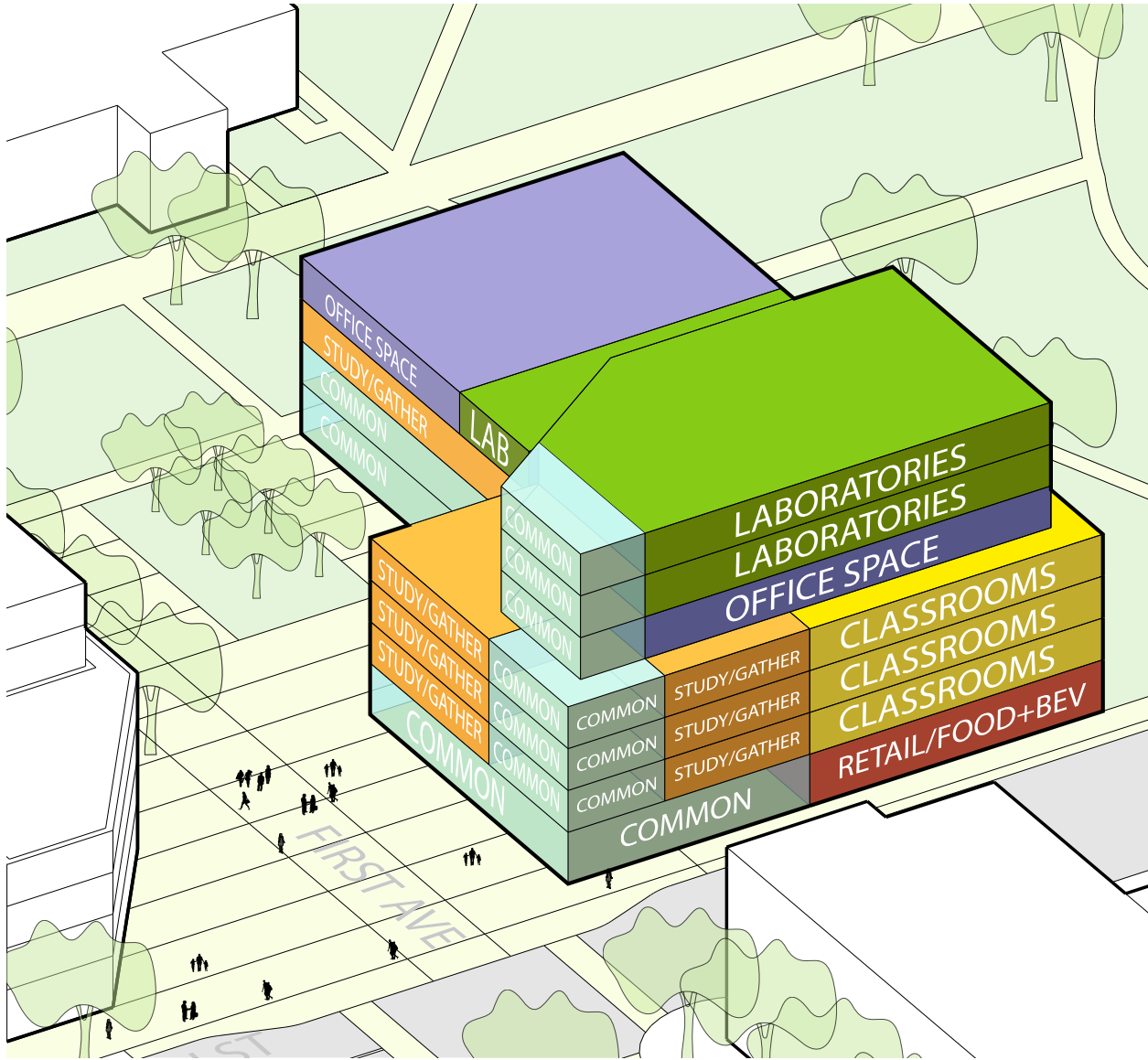
**76** planned faculty headcount



 **UMR [existing]**  
headcount x10

 **UMR [forecasted]**  
headcount growth x10

 **PARTNER [existing]**  
headcount x10



### UMR-1: PLANNED INTERIOR SPACE

Program type	Floor Area
Classroom	18,500
Instructional Laboratory	13,000
Study/gathering	29,000
Faculty office and support space	10,500
Staff office and support space	4,500
Retail/food & beverage	10,000
<b>Net assignable square footage</b>	<b>85,500</b>
<b>Gross square footage</b>	<b>120,000</b>



## UMR-1 PROGRAM

---

Approximately 85,500 net assignable square feet of new space will be necessary to accommodate UMR's planned enrollment growth. This space—a mix of classrooms, laboratories, study spaces, office space, and other types of space—will generate the program for the first newly-constructed building in the Education District: UMR-1.

UMR-1 is intentionally planned as a mixed-use building. Active uses that are open to the public will fill the ground floor, like at 318 Commons, where ground floor uses include retail and food/beverage venues. Specific tenants should be appropriate and synergistic to the UMR educational experience.

The next three floors will include a mix of classrooms and study/gathering spaces. Classrooms should be located on lower floors to avoid elevator queuing during class change periods.

The upper three floors will include faculty and staff office space with instructional laboratories above. Office space should be located on upper floors because it generates relatively little foot traffic. Labs should be located on the top floor(s) to minimize the length of ducting necessary to reach ventilation outfalls on the roof.

**Approximately 85,500 net assignable square feet of new space will be necessary to accommodate UMR's planned enrollment growth.**

The new space in UMR-1 will not replace all of the University's existing space. Assignable square feet will be maintained in existing facilities to support administration, partnership programs, and some academic support functions. Downtown locations will remain important, especially for partnership programs and connectivity to the Mayo Clinic.





## FUTURE GATEWAY TO THE EDUCATION DISTRICT

1st Avenue and 6th Street (pictured above) will be the signature gateway to the Education District. UMR will construct the institution's first dedicated building at this important intersection. The building will announce the institution and welcome the city with an active ground floor that is accessible to the public.

## ACTIVE LEARNING CLASSROOMS

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Classroom design influences student outcomes, student engagement, creativity and faculty interest in teaching in an active format. Classroom design impacts the efficiency and effectiveness of the educational process. Both efficiency and effectiveness are elements that define UMR efforts to innovate undergraduate education. The spaces in UMR-1 will accommodate many different activities, but the classrooms for undergraduate education will support a proven design for active learning classrooms. Within these classrooms technology will further enhance the student experience and bolster academic outcomes.

Active learning classroom in University Square (above)  
Open plan office space in 318 Commons (opposite)

## OPEN PLAN OFFICE SPACE

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Seventy percent of American office workers work in open plan office space.<sup>1</sup> Research on the effects of open plan offices frequently cite improved staff communication, idea flow, and camaraderie. Moreover, open plan office space is more space-efficient than private office plans.

To reduce the impact of noise on productivity, flexible spaces are typically provided away from workstations for impromptu and informal collaboration. Office hoteling can also be employed to

provide quiet space for times when solitary focus is needed.

MyUMR survey respondents reported that students found the open plan office space in 318 Commons to render faculty more accessible than the private offices in Broadway Hall.

**“The faculty offices at 318 Commons are great for student interaction. This is the model.”**

**- MyUMR Survey respondent**

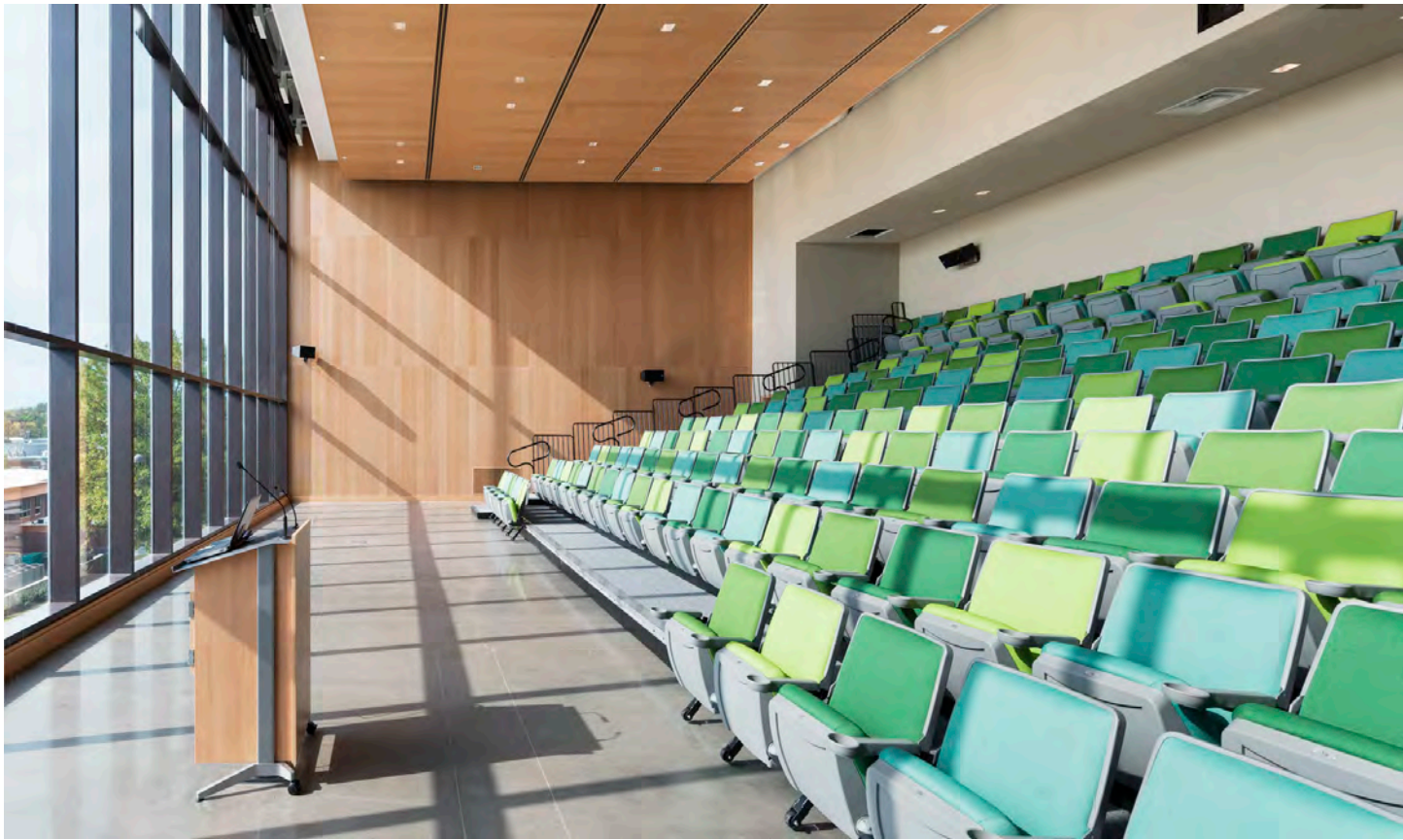
1 International Management Facility Association



Slippery Rock University | Slippery Rock, USA

## FLEXIBLE SPACES

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UMR-1's interior spaces should be designed with flexibility in mind. Flexible spaces allow for greater utilization than single-purpose spaces, and they are more adaptable to future changes in pedagogy. For example, large assembly spaces are used only on occasion. If tiered seating is designed to be collapsible, the assembly space can double as a classroom.



UC Santa Barbara | Santa Barbara, USA (above)  
Moray College | Elgin, Scotland (left)  
University of Copenhagen | Copenhagen, Denmark (opposite)



## CIRCULATION SPACE

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To enhance engagement on campus, circulation space should be designed to be more than simple hallways. Circulation space is where people mix, and it should be designed to facilitate interaction. Informal gatherings, classroom spill-out, light study, and other activities thrive in circulation space when furniture and layout allow for them. A student and professor may want to revisit a topic after class, or a student may be early for a lecture and choose to review notes with a fellow student. These types of activities are best-suited for circulation space, and they contribute to the vitality of public spaces on campus.



Slippery Rock University | Slippery Rock, USA (above)  
Harvard University | Cambridge, USA (opposite)

# GROUND FLOOR USES

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In accordance with the '09 UMR Plan and the '10 Downtown Plan, the ground floor of UMR-1 should contain active and publicly-accessible uses. These types of uses activate the street and strengthen the vitality of the surrounding neighborhood. As an institution that is integrated into the fabric of the city, UMR has an opportunity to program its buildings to be positive contributors to the urban life of downtown Rochester.

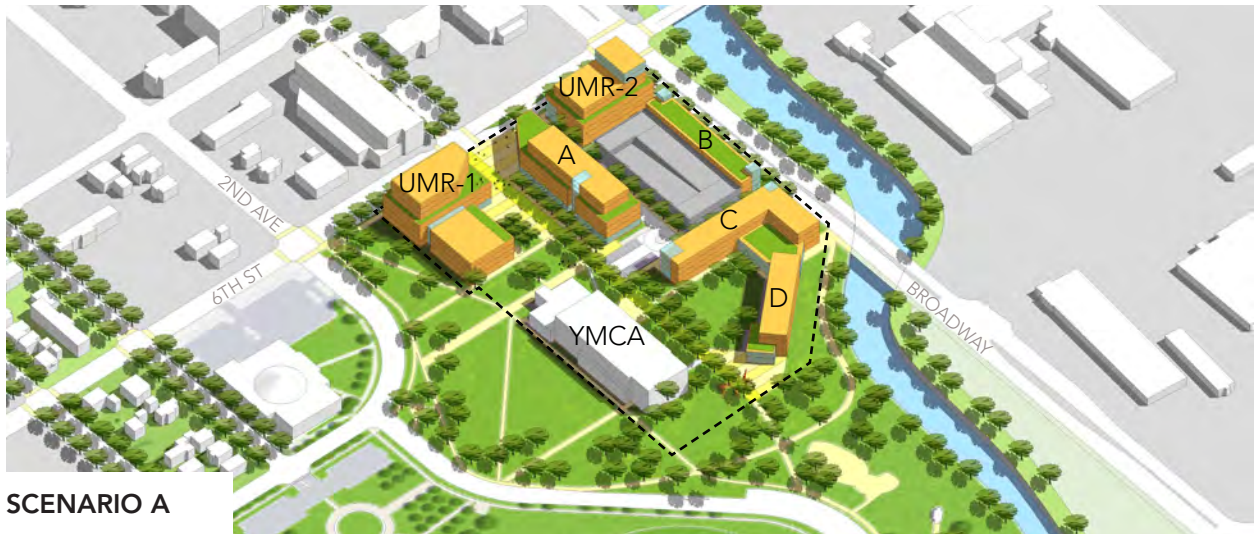
Retail, food and beverage, and exhibition space are a few examples of active uses that would be appropriate in UMR-1. Tenants should be evaluated on how relevant, appropriate, and affordable their goods and services are to the UMR community.

5

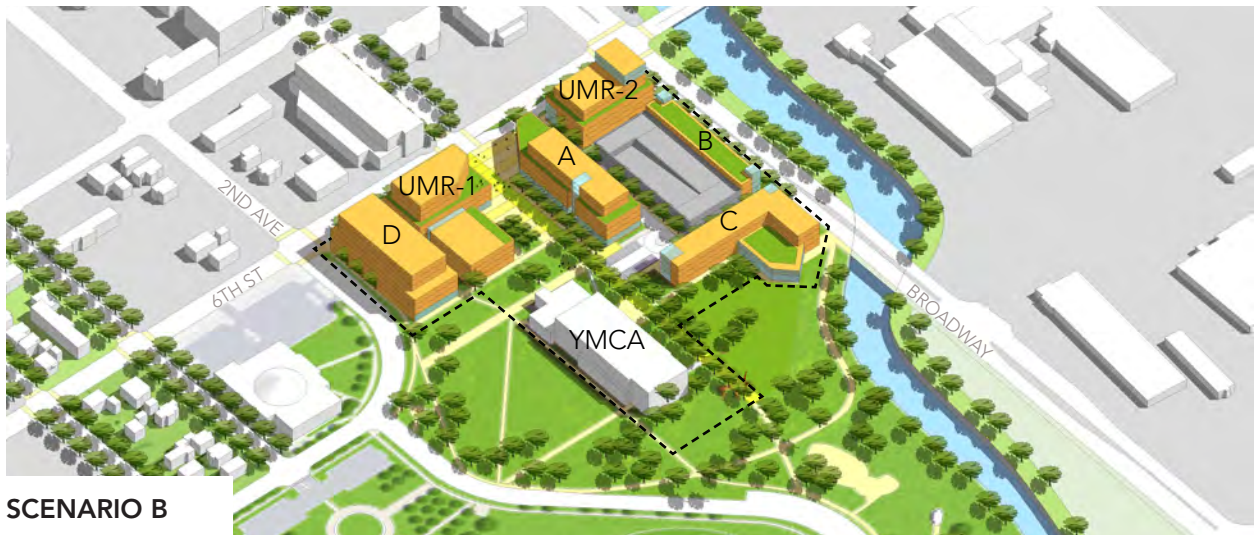


# APPENDIX

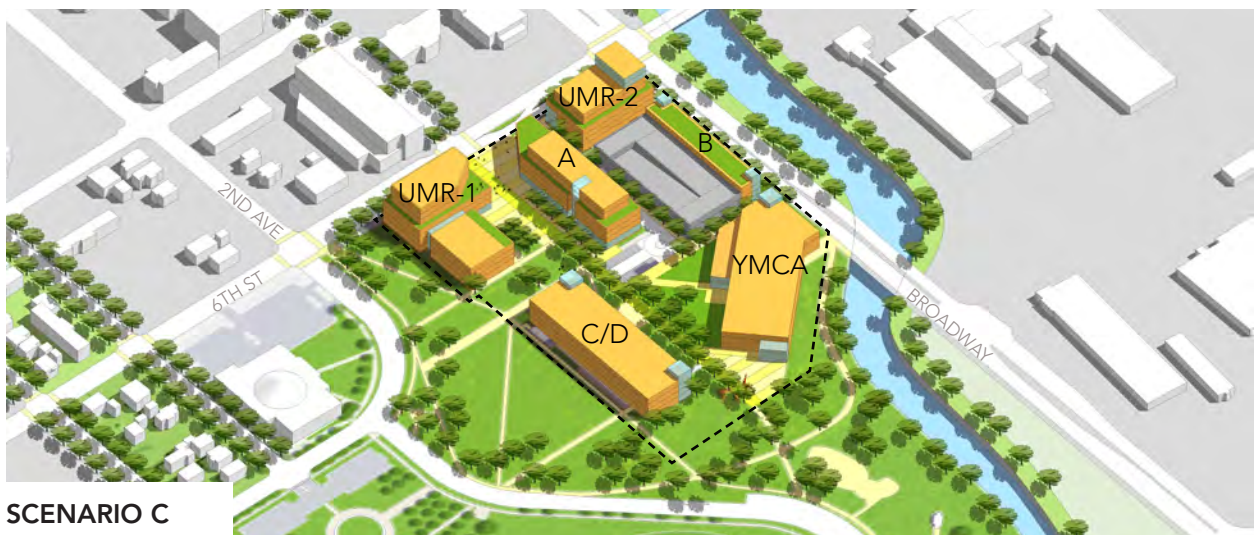




**SCENARIO A**



**SCENARIO B**



**SCENARIO C**

## ALTERNATIVE DEVELOPMENT SCENARIOS

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The *Envision UMR* planning process was intentionally structured to allow for the evaluation of alternative development scenarios. During the planning process, two major variables were in play that would affect the way the district would be built out.

First, the Rochester Area Family Y was in the midst of a strategic planning process that, among other directives, would determine whether it would pursue construction of a new facility or renovate in place. The design of the Education District as it has been described in the preceding pages of this document considers a baseline scenario (Scenario A) wherein the Y chose the latter option. However, if the Y chooses to develop anew, Scenario C could take place wherein the new Y building is located along the Zumbro River and a partnership building is constructed at the current Y site.

Second, the Rochester Department of Parks & Recreation was in the midst of a master plan for Soldiers Memorial Field Park. The prospect of a land swap was discussed, wherein land could be reallocated toward the mutual benefit of park, campus, and city; so long as resulting parkland was net positive in terms of acreage. If this were to come to pass, a configuration as shown in Scenario B is most likely. A UMR/partnership building would be constructed at 2nd Avenue and 6th Street while new parkland would be opened up along the Zumbro River.

## MYUMR SURVEY

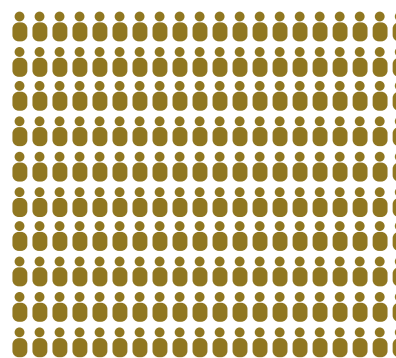
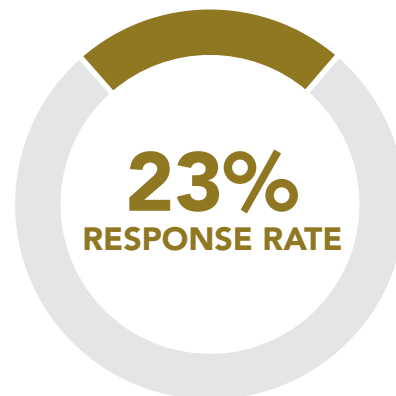
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An anonymous, web-based survey of UMR students, faculty, and staff was conducted in February and March 2014 to: 1) better-understand the important issues, values, priorities as seen by the UMR community; and 2) to map how the UMR community currently interacts with the campus and the City of Rochester.

Over 23 percent of UMR's 906 students, faculty, and staff responded to the survey, which was sufficient to produce statistically significant observations at a 6.1 percent margin of error. To encourage participation, prizes were raffled to student respondents only. An iPad Mini was given as a grand prize and six \$10 iTunes gift cards were given as runner-up prizes.

Respondents were asked to map indicators of their behavior patterns: things such as their transportation routes, favorite study spots, preferred meeting venues, and so on. They were also asked to rank their preference for things like transportation mode, type and location of residence, campus qualities, and so on.

The results informed a set of alternative design concepts for the Education District that were presented back to the UMR community at an open forum in March 2014; and ultimately the final master plan as depicted in the preceding pages.





## KEY LESSONS FROM MYUMR SURVEY

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STUDENTS PREFERRED URBAN-STYLE HOUSING. FACULTY AND STAFF PREFERRED DETACHED SINGLE FAMILY HOUSING, BUT WITH PROCLIVITY TOWARD DOWNTOWN-ADJACENT HOUSING.



MOST STUDYING AND SOCIALIZING WAS HAPPENING IN UMR BUILDINGS, BUT A FEW "OFF-CAMPUS" LOCATIONS WITHIN THE BROADWAY/1ST AVE/3RD ST BLOCKS WERE POPULAR TOO.



THE INTERIOR DESIGN OF UMR BUILDINGS WAS THE MOST VALUED CAMPUS FEATURE



RESPONDENTS PREFERRED WALKING OVER OTHER MODES, BUT SOME DESTINATIONS (E.G. AN AFFORDABLE GROCER) APPEAR UNREACHABLE ON FOOT.

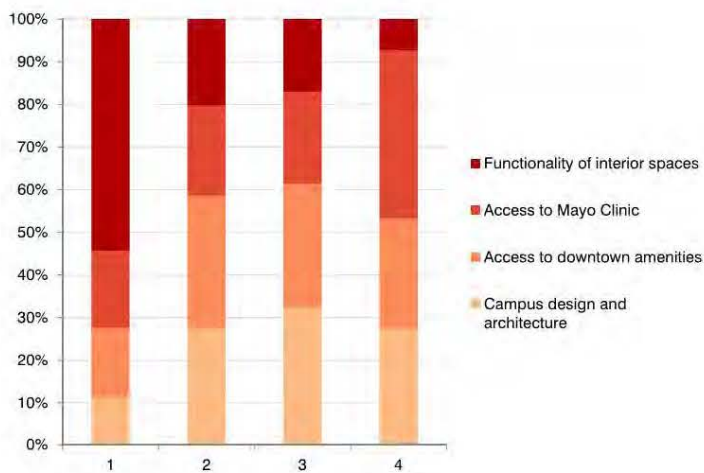


SEVERAL DATA INDICATED A SENTIMENT THAT THE CITY OF ROCHESTER SHUTS DOWN TOO EARLY, BOTH IN TERMS OF NIGHTLIFE AND TRANSIT.

## MyUMR Survey

### Most valued campus qualities

n = 906  
e = 6.1%  
response rate = 23%



All respondents

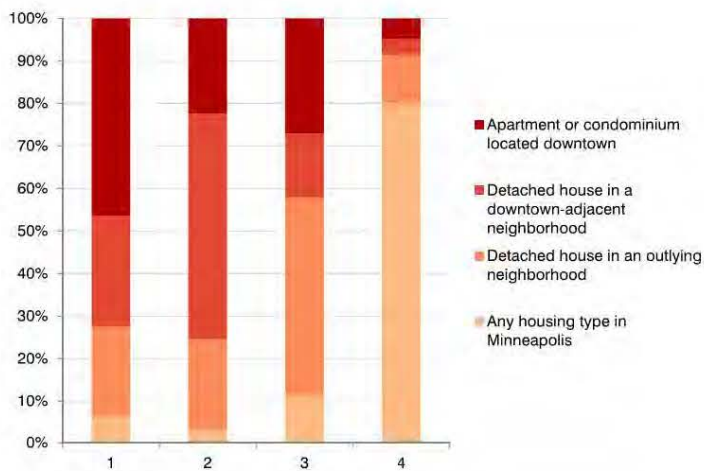
1 = most valued

**Observation: interior design, not access to Mayo, is most valued campus quality**

## MyUMR Survey

### Preferred housing type

n = 906  
e = 6.1%  
response rate = 23%



All respondents

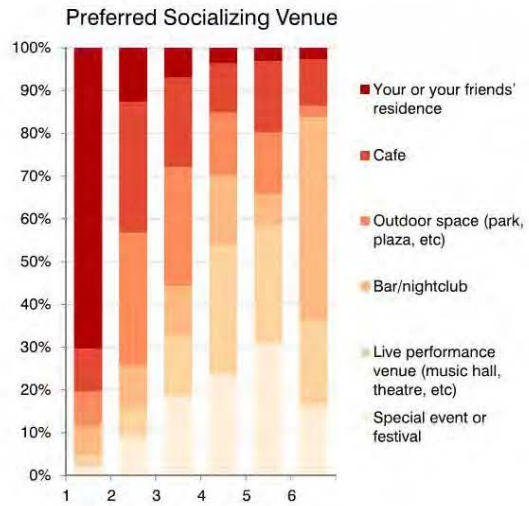
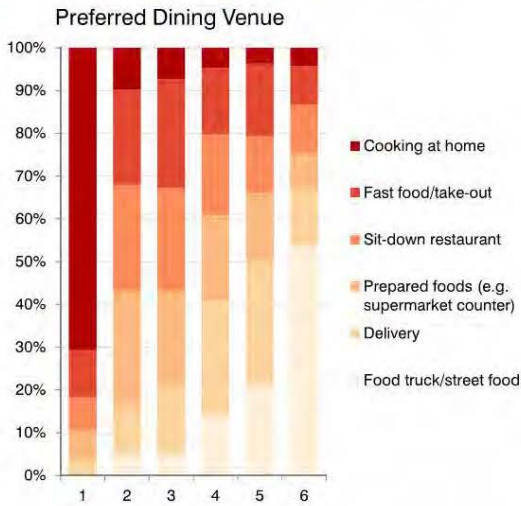
1 = most preferred

**Observation: strong desire for urban living**

# MyUMR Survey

## Dining and socializing preferences

n = 906  
e = 6.1%  
response rate = 23%



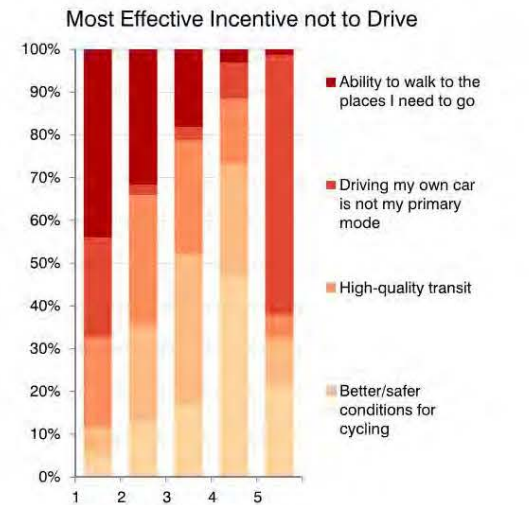
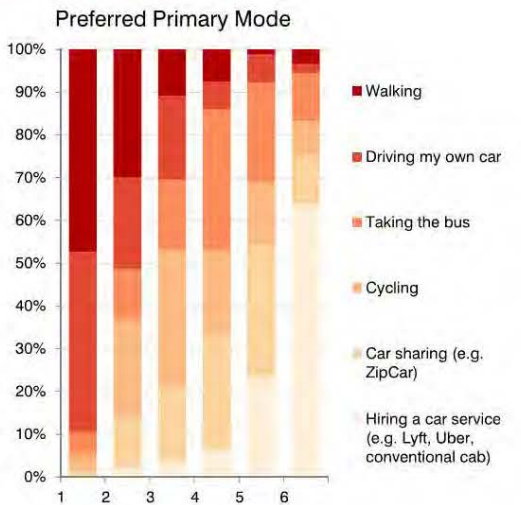
All respondents  
1 = most preferred

**Observation: strong inclination toward domestic life**

# MyUMR Survey

## Mobility Preferences

n = 906  
e = 6.1%  
response rate = 23%



All respondents  
1 = most preferred

**Observation: strong desire to walk, and walkability can be improved**

## MyUMR Survey

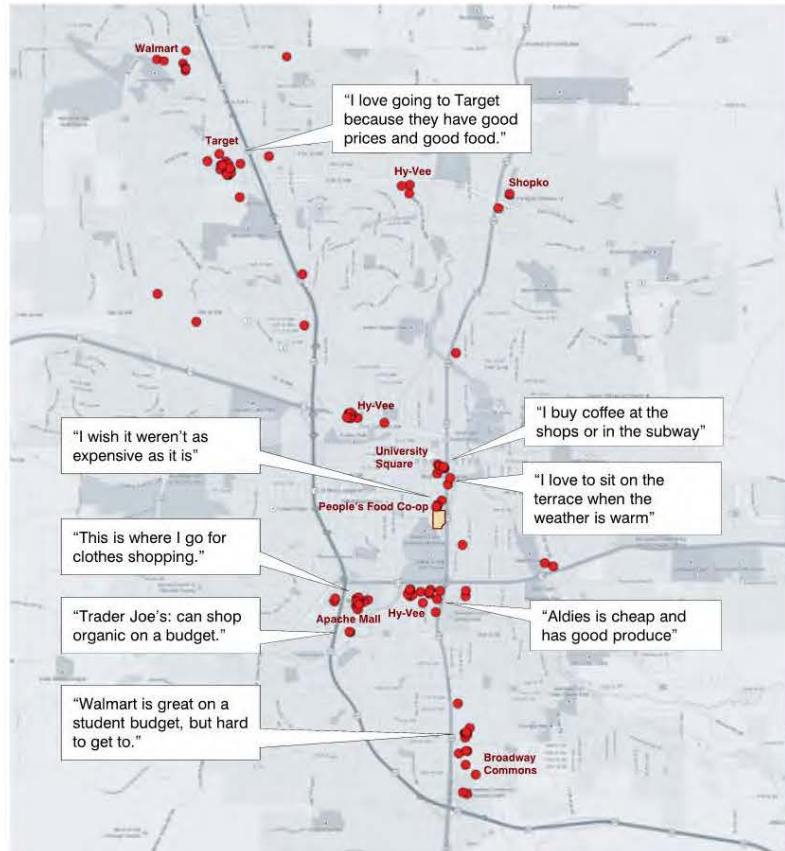
### Goods + Services

#### Observation:

Several outlying shopping plazas as popular as downtown retail

#### Implication:

Consider providing transportation access via car-sharing and/or form partnerships to bring more competitive retail downtown



## MyUMR Survey

### Living

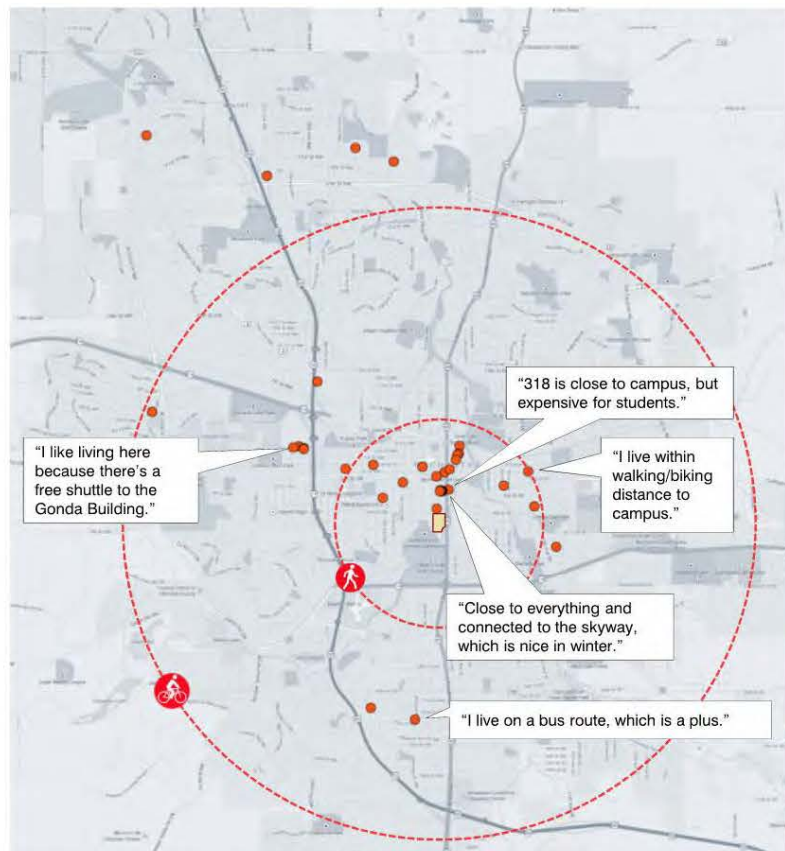
#### Observation:

47% of respondents live within walking distance (20-min walk)

69% of respondents live within cycling distance (3 miles)

#### Implication:

Strong potential to reduce dependency on cars for commuting



## MyUMR Survey

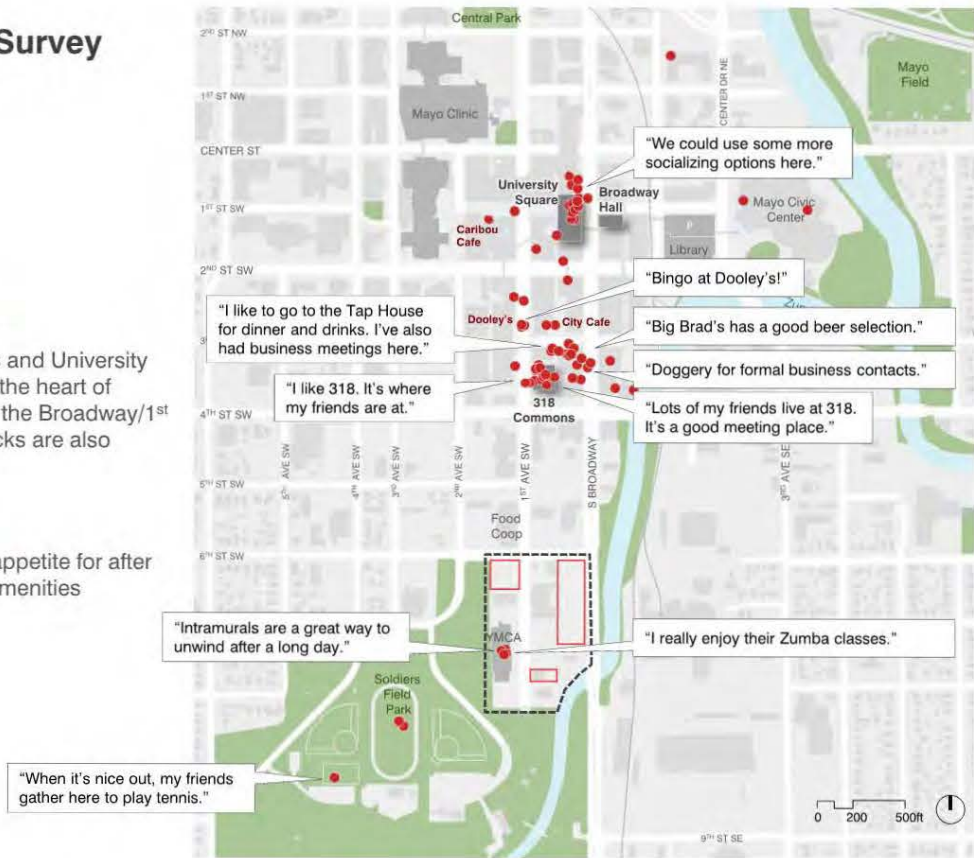
### Socializing

#### Observation:

318 commons and University Square are at the heart of social life, but the Broadway/1<sup>st</sup> Ave/3<sup>rd</sup> St blocks are also integral

#### Implication:

Seems to be appetite for after hours urban amenities



## MyUMR Survey

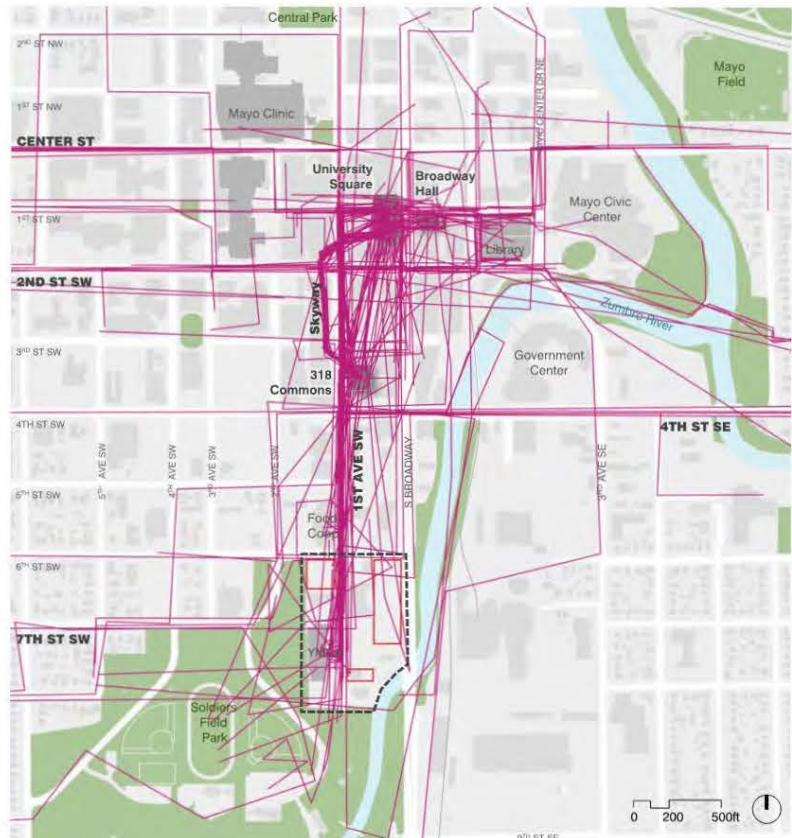
### Primary Pedestrian Routes

#### Observation:

1<sup>st</sup> Avenue and the Skyways are the most trafficked routes. Others are important too, including: W Center St, 1<sup>st</sup> St SW, 2<sup>nd</sup> St SW, 4<sup>th</sup> St SE, and 7<sup>th</sup> St SW

#### Implication:

Consider partnering with the City of Rochester to improve walkability along key routes



## MyUMR Survey Primary Bicycle Routes

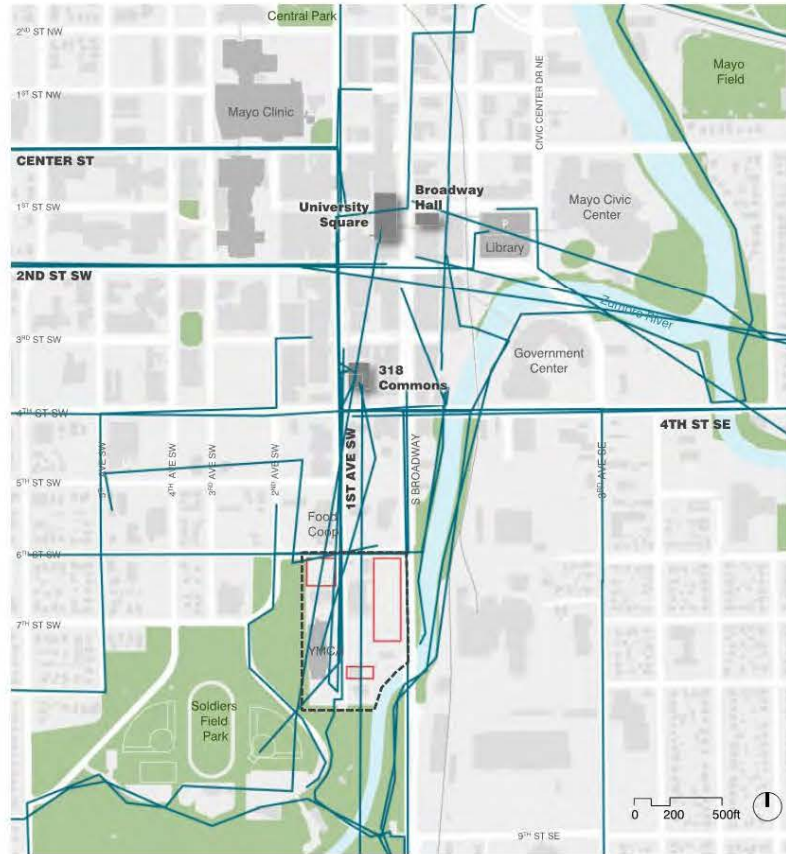
### Observation:

27% of respondents indicated they actively cycle

1<sup>st</sup> Ave, W Center St, 2<sup>nd</sup> St SW, and 4<sup>th</sup> St SE are the most heavily-trafficked.

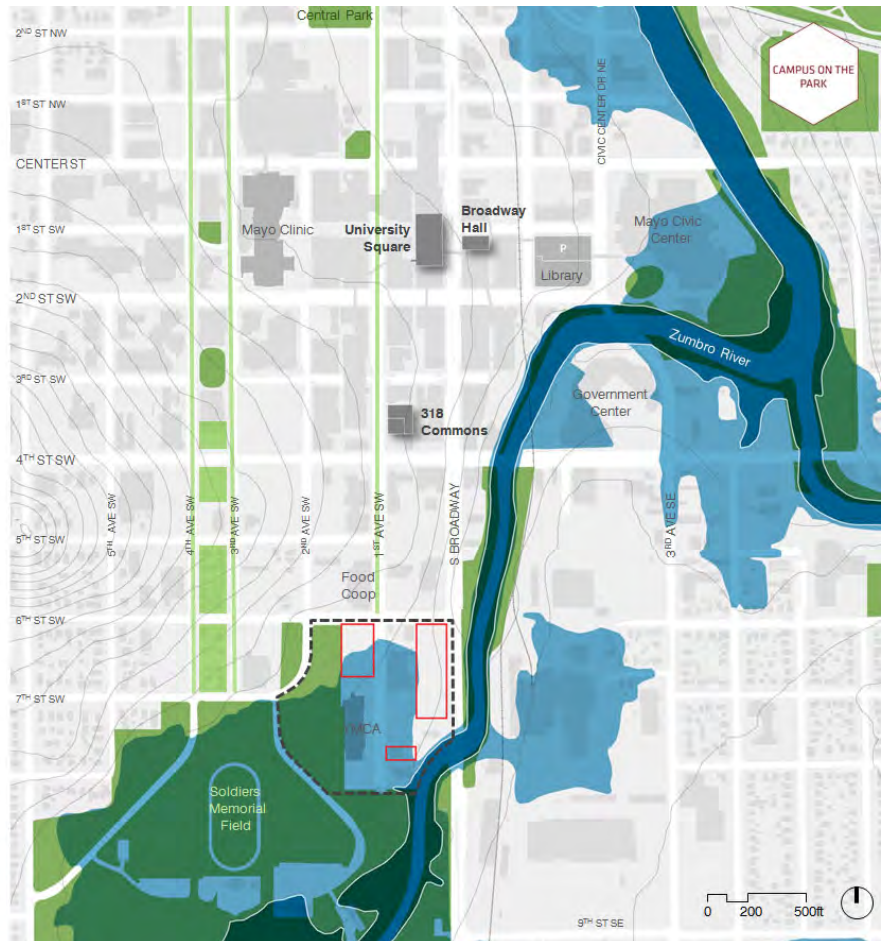
### Implication:

Consider partnering with the City of Rochester to improve bicycle infrastructure along key routes



# OPEN SPACE NETWORK Analysis

- The education district has the potential to act as a portal between downtown Rochester and Soldiers Memorial Field.
- The district's pedestrian ways and open spaces will be shared between UMR campus users and the larger Rochester community.
- There are great opportunities to bring a park-like character into areas of the education district to help integrate the park and the city.



PROPERTY	MASTER PLAN PHASE	ENVIRONMENTAL EXPLORATION	GEOTECHNICAL EXPLORATION	CURRENT MPCA STATUS
617 S. Broadway (Rico Mex)	Phase 2	Phase I and II ESA		Enrolled in VIC; NAD letter on file
701 S. Broadway (China Dynasty)	Phase 2	Phase I and II ESA		Enrolled in VIC; NAD letter on file
601 First Ave. SW (KTTC)	Phase 1	Phase I ESA	2009	None
609 First Ave. SW (Sand)	Phase 1	Phase I ESA	2009	None
615 First Ave. SW (O'Connor)	Phase 1	Phase I ESA		None
724 First Ave. SW (Durst)	Phase 2	Phase I ESA	2014	None
114 6th St. SW (Stillman)	Phase 1	Phase I ESA	2009	None



## SITE ANALYSIS

---

Prior to developing alternative design concepts, an analysis of the site and its urban context was conducted. Physiography, open space, mobility, infrastructure, and property ownership among other themes were studied.

The analysis informed understanding of the development capacity of the site, strategies for managing stormwater during storm events (the site lies within a FEMA-designated 500-year flood zone), and the relationship the site has with downtown Rochester and Soldiers Memorial Field Park.

The outcomes of this analysis produced a body of intelligence that was combined with other areas of study to inform alternative design concepts for the Education District. As noted previously, these “alternatives” were presented to and critiqued by the UMR community in March. Ultimately, they evolved into the final master plan.

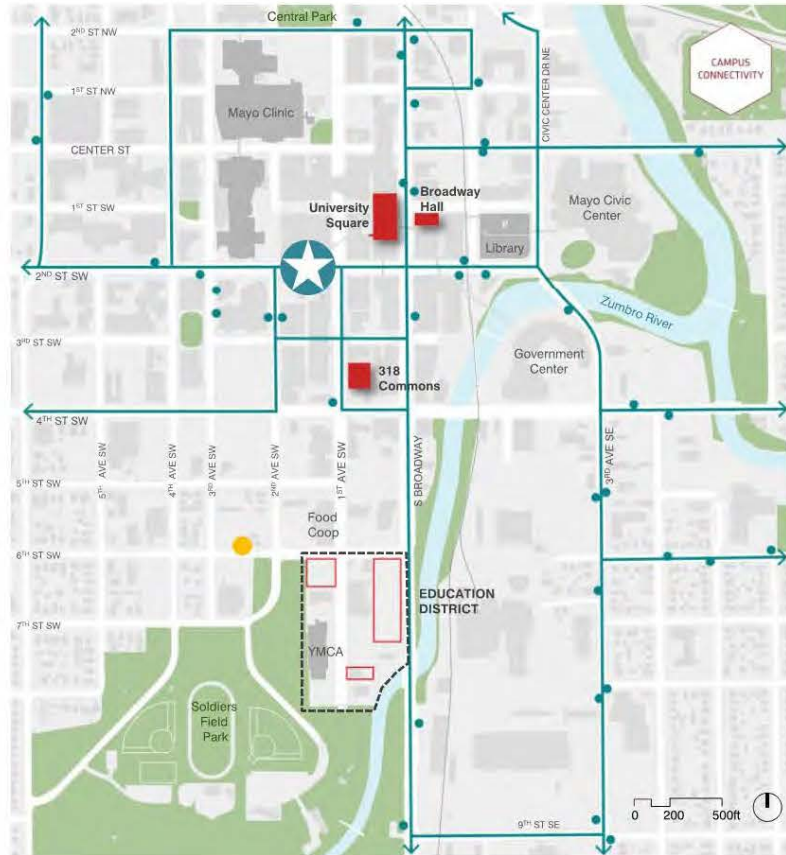
Environmental and geotechnical explorations completed to-date suggest that site conditions in the Education District present some challenges to development. The area was formerly used as a mill district and a landfill, and prior to development was crossed by meanders of the Zumbro River. As a result, subsurface conditions are variable, with deposits of organic material, silt, urban fill and other soils. Groundwater in some areas of the district is known to be approximately 20 feet below surface elevation. Early design phases should commission further exploration and analysis to determine the best approach for excavations, foundations and structural systems.

## PUBLIC TRANSIT

### Analysis Existing Conditions

- Rochester public transit is a “hub and spoke” bus system
- Limited transportation after 6 pm and on weekends
- Downtown Core and existing UMR facilities are well-served by existing bus network
- Education district may be served by future bus stops along 1<sup>st</sup> Avenue and South Broadway
- The 2010 Downtown Rochester Master Plan’s suggested moving to a “grid” vs “hub & spoke” bus network to provide multiple transfer opportunities and cross-town service
- Potential future transportation hub located close to UMR’s new campus

- POTENTIAL FUTURE TRANSIT HUB
- ★ DOWNTOWN TRANSFER STATION
- BUS STOPS
- TRANSIT LINES
- UMR NEW PROPERTIES
- ..... EDUCATION DISTRICT

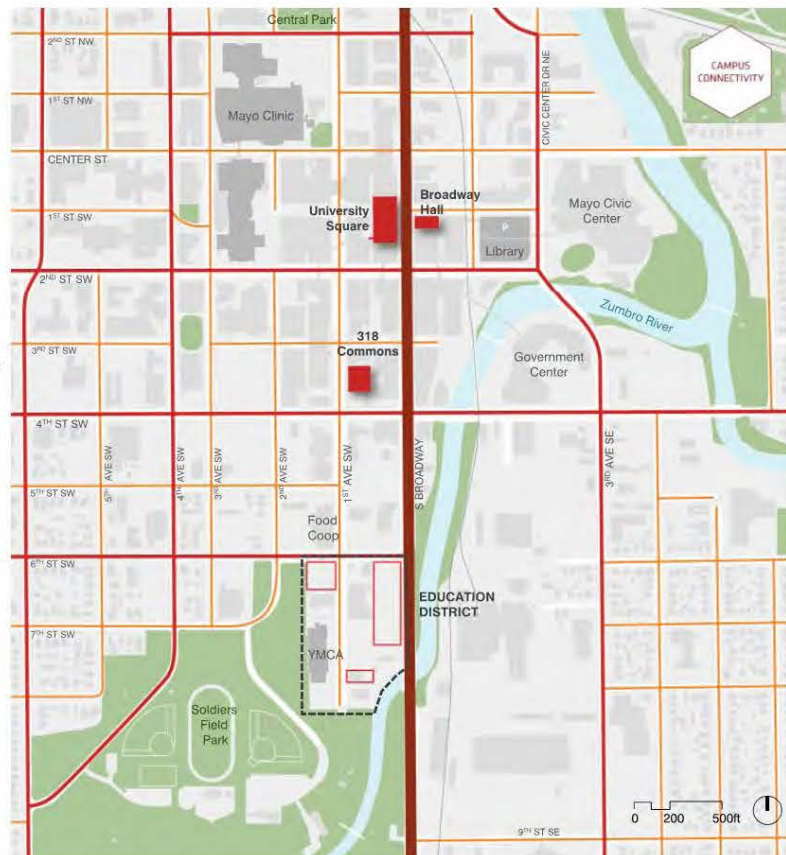


## VEHICULAR CIRCULATION

### Analysis Existing Conditions

- South Broadway has recently been converted from a state highway to a primary north-south City street. It has recently been improved with pedestrian crossings and signal. Future planned “Complete Streets” improvements include a median and curb bump-outs.
- 6<sup>th</sup> Street is a major east-west vehicular route to the education district, with a potential future extension to the east, across the Zumbro River.
- 1<sup>st</sup> Avenue is the “Main Street” of Rochester and a major pedestrian route from University Square to the education district. Recent improvements include wider sidewalks and more street trees. A bike lane will be added in the future.
- 6<sup>th</sup> Street and 1<sup>st</sup> Avenue will be major access streets for the education district.

- HIGHWAY
- MAJOR ROAD
- SECONDARY ROAD
- UMR NEW PROPERTIES
- ..... EDUCATION DISTRICT

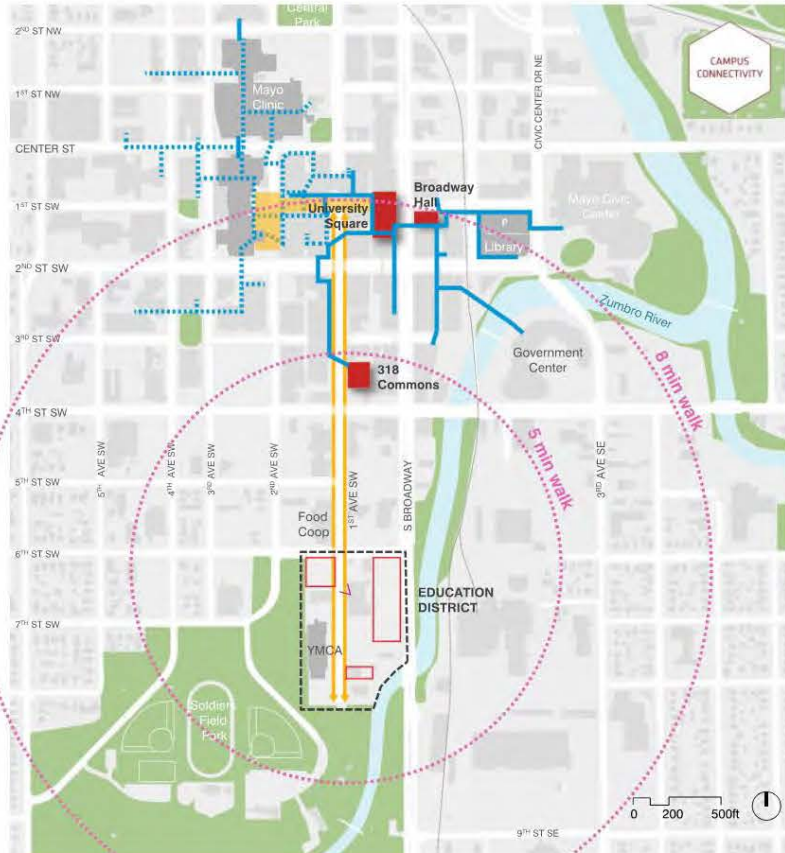


## PEDESTRIAN CIRCULATION

### Analysis Existing Conditions

- Subways and skywalks are well used and provide shelter for pedestrians from the harsh winter climate and congested street crossings
- Education district is a 5-minute walk from the skyway network and an 8-minute walk from University Square
- Goal will be to reinforce pedestrian activity at street level as part of a vibrant urban campus experience

- WALKING CIRCLE
- SKYWALKS
- SUBWAYS
- FUTURE SUBWAY EXPANSION AREA
- PLAZA
- PEDESTRIAN ROUTE
- NEW UMR PROPERTIES
- EDUCATION DISTRICT

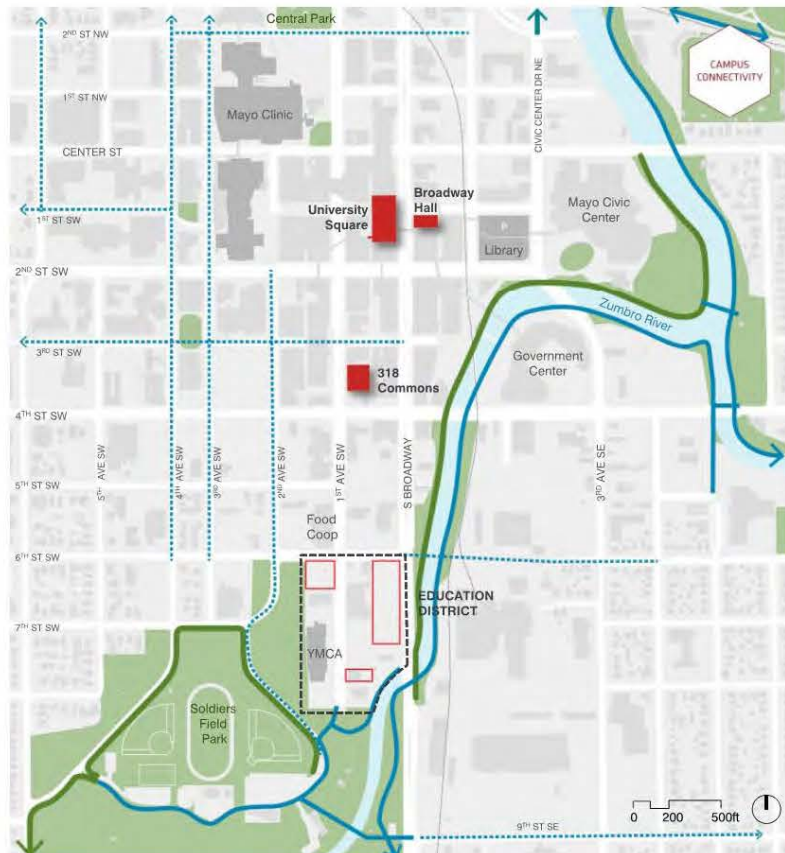


## BIKE ROUTES

### Analysis Existing Conditions

- The existing Rochester bike and trail network provides connectivity within the city's open space system
- Several of these off-street pathways connect to the education district
- Planned and future bike routes, on 2<sup>nd</sup> Avenue SW and 6<sup>th</sup> Street SW, have the potential to help future community campus users commute to the campus.

- PLANNED/POTENTIAL FUTURE BIKE ROUTE
- EXISTING BIKE ROUTE/SHARED USE TRAIL
- PEDESTRIAN WALKWAY
- MAJOR OPEN SPACE
- RIVER
- UMR NEW PROPERTIES
- EDUCATION DISTRICT





# Planning and Vision for the Rochester Campus

Board of Regents Facilities and Operations Committee  
September 11, 2014



UNIVERSITY OF MINNESOTA

**Driven to Discover**<sup>SM</sup>

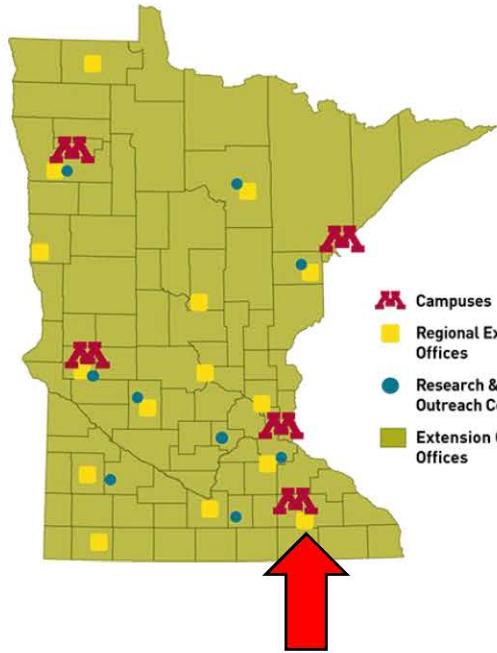


# Regents' Direction on Master Planning

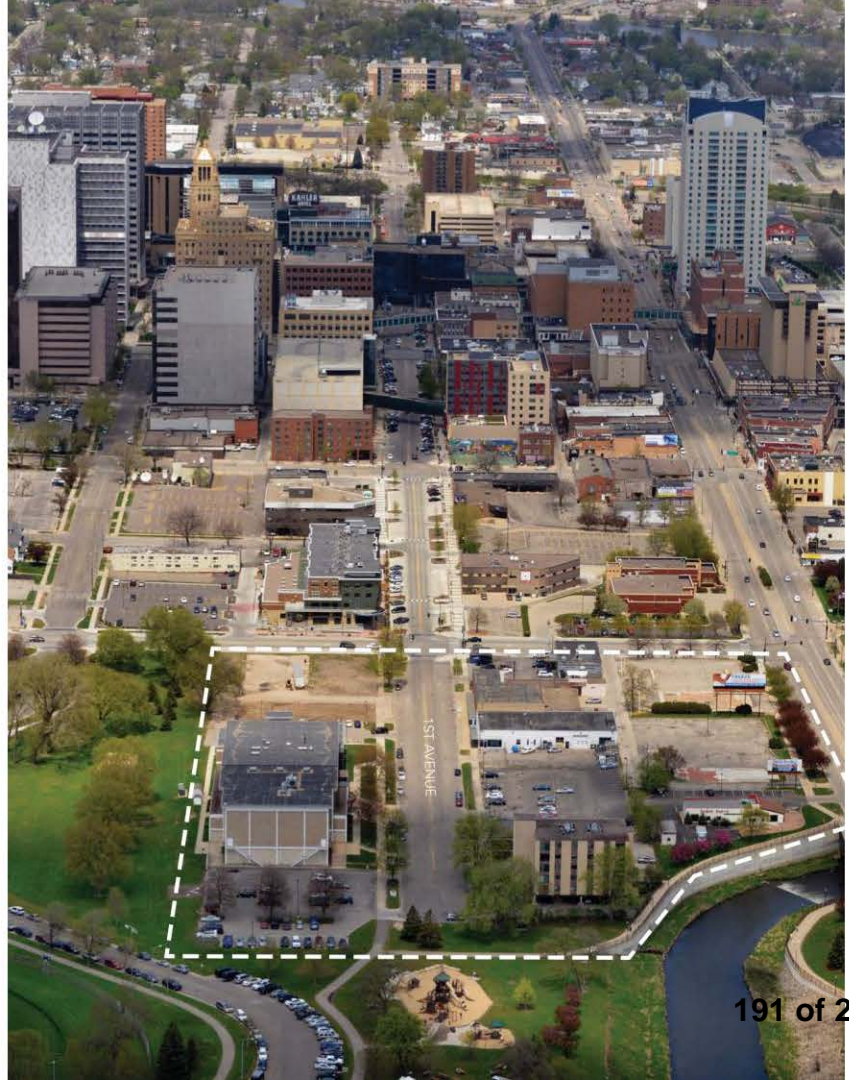
- Create and maintain a distinctive and aspiring vision for the physical development of each campus
- Enrich the experience of all who come to the campus
- Maximize the value of existing physical assets while responding to emerging/changing physical needs
- Ensure an inclusive, accountable, and timely process for creating and implementing a master plan vision



# Location Map



-  Campuses
-  Regional Extension Offices
-  Research & Outreach Centers
-  Extension County Offices





# Master Plan Goals

1. A physical plan will situate a new UMR campus within the Education District, organizing buildings, open spaces and key connections to be developed by UMR and its partners
2. The plan will identify a strategy for inclusion of partnerships within the Education District
3. An implementation plan will lay out a timeline with key roles and next-steps







# Urban Design Guidelines

- Urban Density
- Public Realm
- Functionality
- Quality of Place





# Master Plan Principles

- 1) Leverage public-private partnerships to build capital projects, deliver educational programs, and create research opportunities
- 2) Establish a “Front Door” opening from downtown Rochester into the education district and a gateway from the education district to Soldiers Memorial Field Park
- 3) Maintain transparent and active ground floor uses
- 4) Maintain a connected and pedestrian-friendly district throughout
- 5) Create a strong architectural identity along Broadway and 6<sup>th</sup> Street
- 6) Encourage walking, cycling, transit use, and other alternatives to private vehicles
- 7) Hold all capital projects to the University’s B3 sustainability guidelines

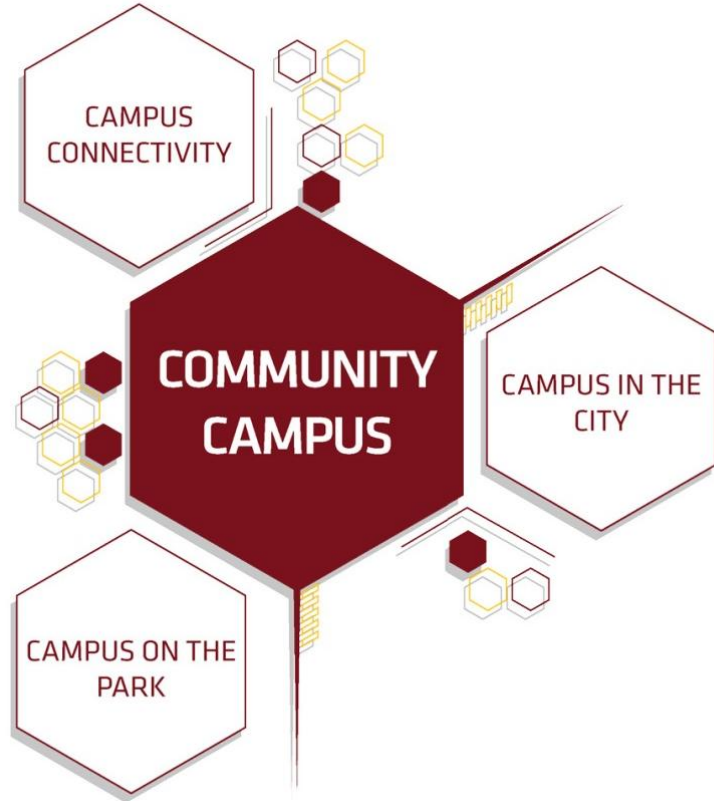


# Guiding Principles

- <sup>WMR</sup> ~~U~~ linked to surrounding community – have an interest in development and amenities
- <sup>WMR</sup> ~~U~~ plays an important role, but not the only role
- <sup>Rochester</sup> City of ~~Minneapolis~~ is a key partner
- Mix of housing types is key to neighborhood livability
- <sup>WMR</sup> ~~U~~ will proactively establish partnerships
- <sup>WMR</sup> ~~U~~ will collaborate with local governments, community members, institutions, and private sector



# Master Plan Themes



## **Campus in the City**

Integrating UMR's physical campus with the fabric of the city and creating synergistic relationships with partnership organizations

## **Campus on the Park**

Envisioning the Education District as an open space link between downtown Rochester and Soldiers Memorial Field Park

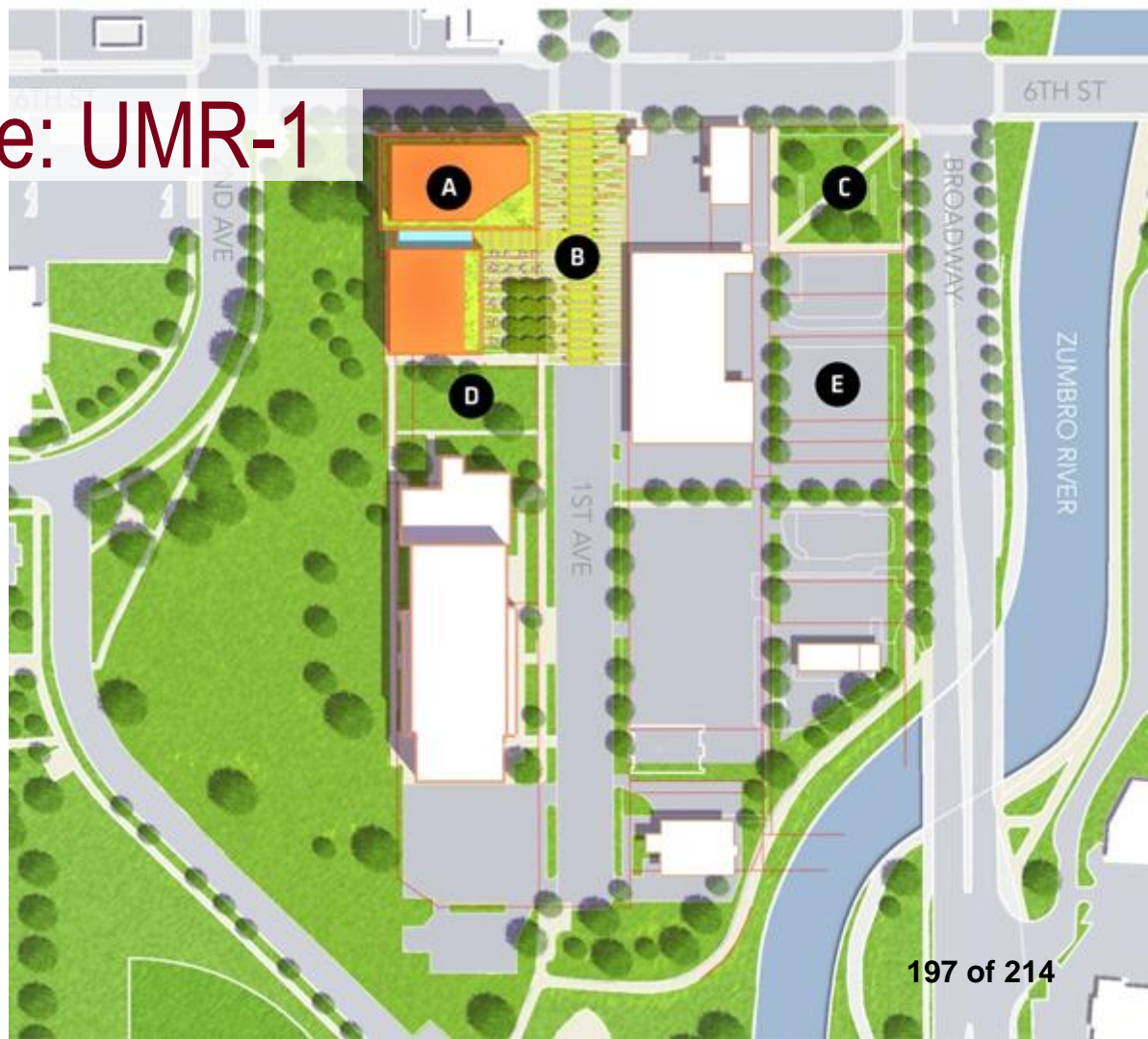
## **Campus Connectivity**

Providing access and multiple modes of transportation connecting UMR with its urban context



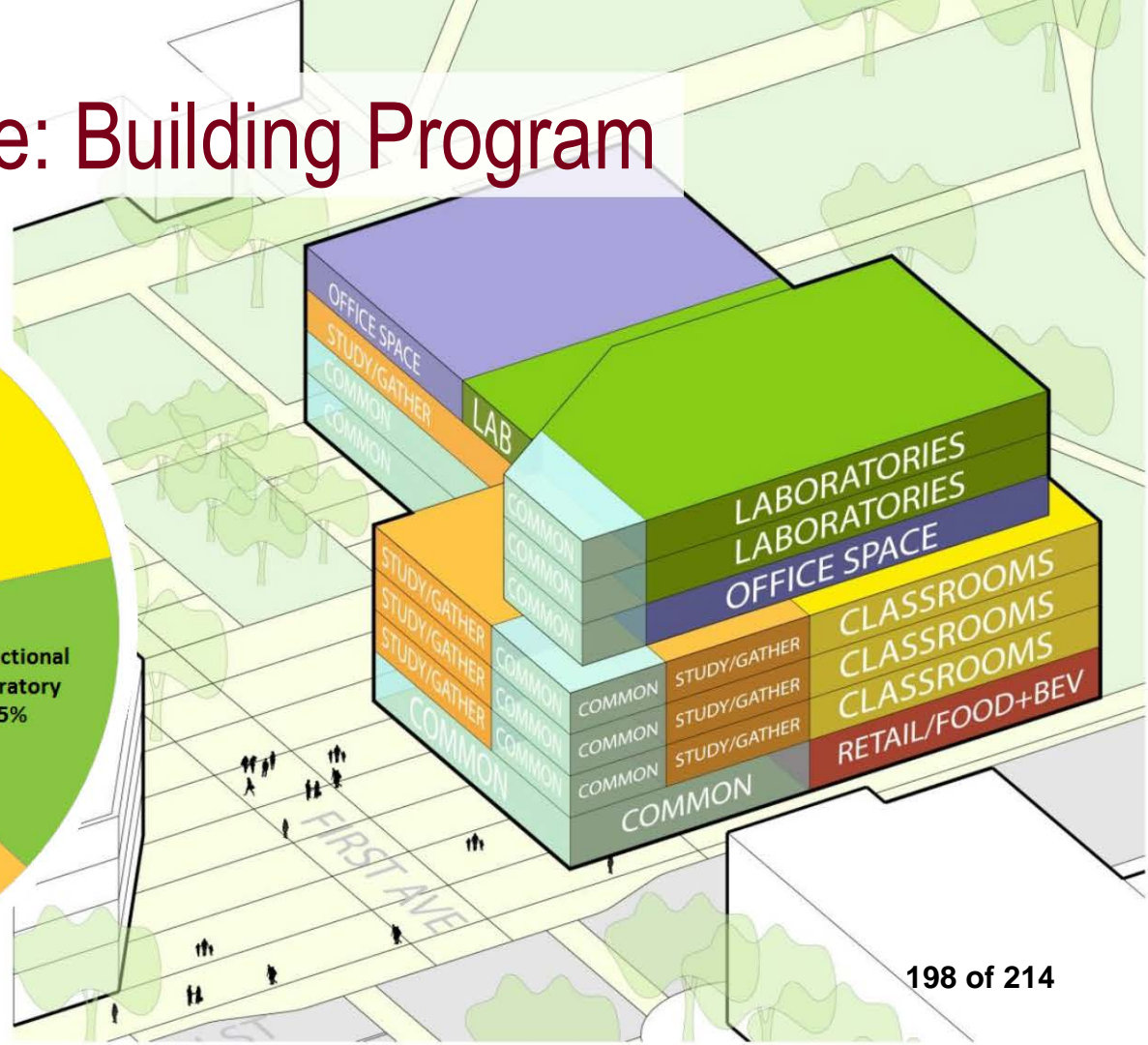
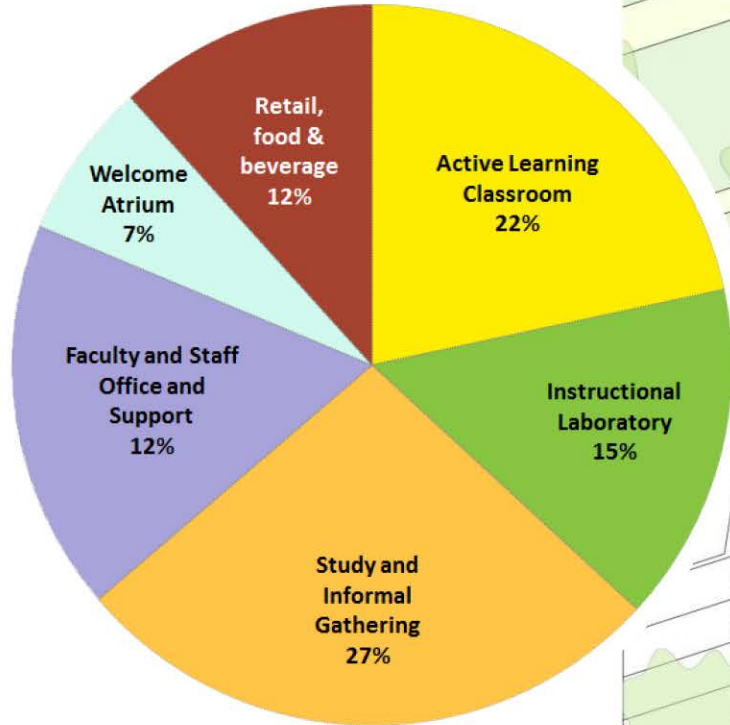
# Phase One: UMR-1

- A** Construct UMR-1, a mixed use building
- B** Complete first section of 1st Avenue walkability
- C** Adjust Broadway parcel to parking needs
- D** Complete UMR campus green.
- E** Construct interim parking facilities as needed to serve UMR-1





# Phase One: Building Program





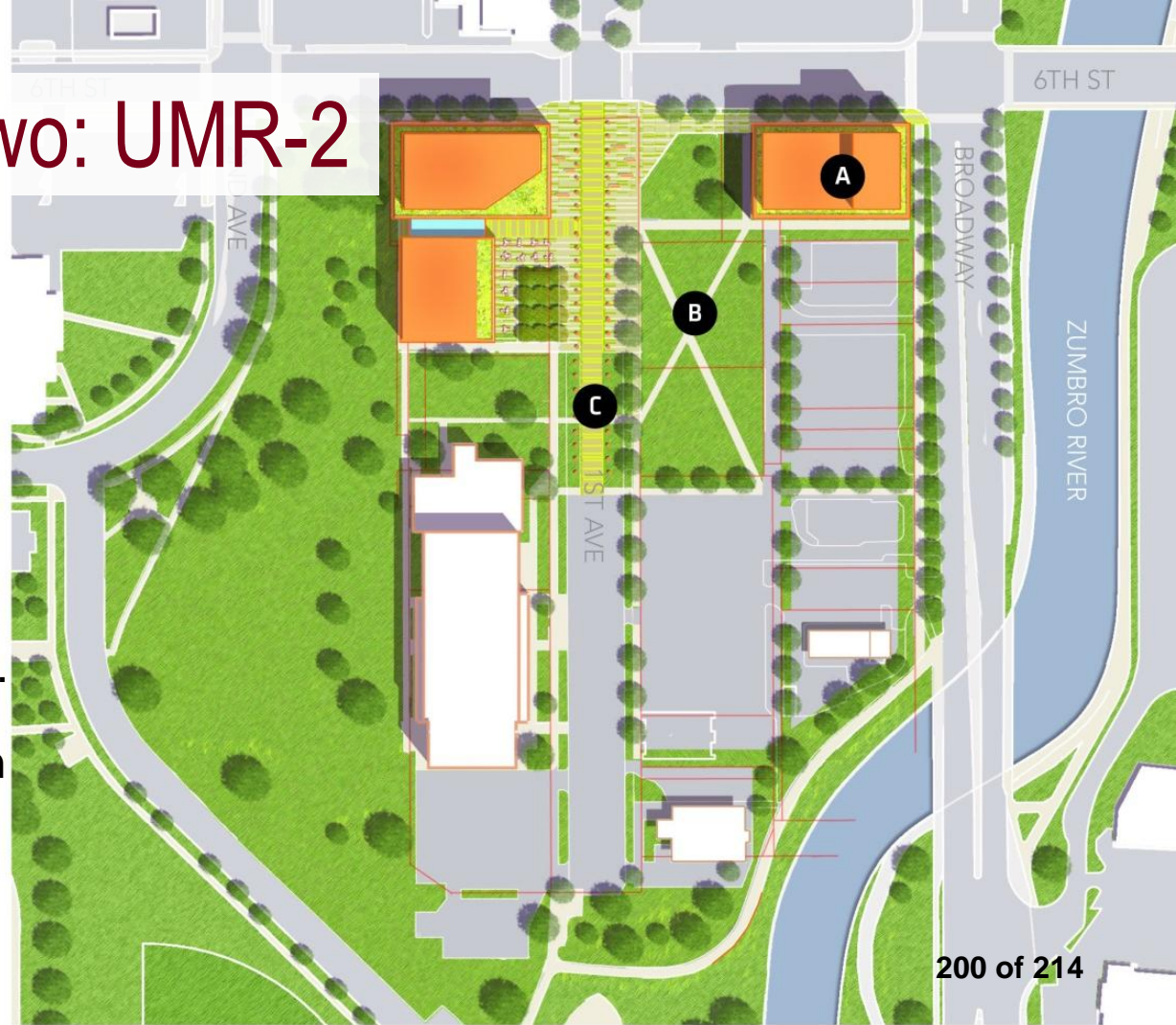
# Phase One: Vision





## Phase Two: UMR-2

- A** Construct UMR-2, a mixed-use building for University long-term expansion.
- B** Create a temporary open space with consideration for interim parking needs.
- C** Complete second section of 1st Avenue, while maintaining access to parking and buildings on south end of site.







# Vision: Community Campus





UNIVERSITY OF MINNESOTA  
**Driven to Discover<sup>SM</sup>**



UniversityofMinn



UMNews



UofMN



# BOARD OF REGENTS DOCKET ITEM SUMMARY

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**Facilities & Operations**

**September 11, 2014**

**Agenda Item:** Information Items

**Review**

**Review + Action**

**Action**

**Discussion**

*This is a report required by Board policy.*

**Presenters:** Vice President Pamela Wheelock

## **Purpose & Key Points**

To provide an update on the following Information Items:

*A. FY 2014 Annual Report on Real Estate Transactions Over \$250,000 and/or Over 10 Acres*

Board of Regents Policy: *Reservation and Delegation of Authority* reserves authority for the Board to approve the purchase or sale of real property with a value greater than \$1,250,000 or larger than ten (10) acres, and leases of real property, easements, and other interests in real property if the initial term amount to be paid by or to the University exceeds \$1,250,000, consistent with Board policies. Prior to February 2012, the financial threshold for real property transactions was \$250,000.

The attached report of FY13 Real Property Transactions Over \$250,000 and/or Over 10 Acres is provided to the Board in response to its request for information on real property transactions, including those approved by the Board prior to February 2012 with an amount above the former \$250,000 financial threshold.

*B. Amendment to 99-Year Lease and 20-Year Lease at 801 16th Avenue NE (Austin)*

Emergency approval on August 21, 2014 of Amendment to 99-Year Lease and 20-Year Lease at 801 16th Avenue NE (Austin)

In accordance with Board of Regents Policy: *Board Operations and Agenda Guidelines*, the President requested emergency action for the approval of an amendment to an existing lease on the above-mentioned property. The emergency approval was requested to allow the Austin Port Authority to proceed immediately with construction of a building addition and a parking lot funded in part by State bond funds.

## **Background Information**

Information items are intended to provide the Board of Regents with information needed for them to provide their oversight responsibilities.

# UNIVERSITY OF MINNESOTA

## FY14 REAL PROPERTY TRANSACTIONS OVER \$250,000 AND/OR OVER 10 ACRES

### FY14 Real Property Purchases, Sales, Leases and Easements Over \$1,250,000 and/or 10 Acres

	<u>Amount (to be) Received</u>	<u>Amount (to be) Paid</u>
Thirty-Year Lease to UMPHysicians-UMMC, Fairview Health Services for 247,087 Gross Square Feet in Ambulatory Care Center, 909 Fulton Street SE, Twin Cities-Minneapolis Campus	\$120,000,000 (plus interest)	
Thirty-Year Lease to Fairview Health Services for 82,696 Gross Square Feet in Ambulatory Care Center, 909 Fulton Street SE, Twin Cities-Minneapolis Campus	\$40,000,000 (plus interest)	
Agreement for the Use of Twin Cities Campus Facilities and Services by the Minnesota Vikings, LLC for Up to Four Seasons, Minnesota Vikings Football Games at TCF Bank Stadium, 2009 University Avenue SE, Twin Cities-Minneapolis Campus	\$6,125,000 (Estimate for 2014 and 2015)	
Purchase of 78.13 acres at 400 Arboretum Boulevard, Victoria for Landscape Arboretum		\$4,312,500

	<u>Amount (to be) Received</u>	<u>Amount (to be) Paid</u>
Purchase of 601-609 1 <sup>st</sup> Avenue SW and 114-6th Street SW, Rochester for Rochester Campus		\$1,320,000
Purchase of 24.17 acres at 11225 Ehlen Road, Aurora, Oregon for Landscape Arboretum		\$1.00

**FY14 Real Property Purchases, Sales, Leases and Easements  
Between \$250,000 and \$1,250,000**

	<u>Amount (to be) Received</u>	<u>Amount (to be) Paid</u>
Sale of 18.13 Acres, at Landscape Arboretum, Carver County, to Meridian Land Company	\$750,000	
Agreements for Use of Twin Cities Campus Facilities and Services by Intersport, Inc. for Hockey City Classic at TCF Bank Stadium, 2009 University Avenue SE, Twin Cities-Minneapolis Campus	\$731,975	
Agreements for Continuing Medical Education's 2014 WORLD Symposium, San Diego, California		\$662,750
Agreements for Use of Twin Cities Campus Facilities and Services by Relevent Sports LLC for the 2014 International Challenge Cup Soccer Game, TCF Bank Stadium, 2009 University Avenue SE, Twin Cities-Minneapolis Campus	\$566,800	
Agreements for Use of Twin Cities Campus Facilities and Services for 2014 J Robinson Intensive Camps/Clinics	\$545,974	

	<u>Amount (to be) Received</u>	<u>Amount (to be) Paid</u>
Ten-Year Lease to AT&T Wireless for Neutral Host DAS at TCF Bank Stadium, 2009 University Avenue SE, Twin Cities-Minneapolis Campus	\$446,250	
Agreements for Use of Twin Cities Campus Facilities and Services by MLB Properties for the 2014 All-Star Concert at TCF Bank Stadium, 2009 University Avenue SE, Twin Cities-Minneapolis Campus	\$319,855	
Ten-Year Collocation Agreement for AT&T Wireless' Use of Space in Various Buildings and on Rooftops and University Fiber for Enhancement of Cellular Services, Twin Cities Campus	\$318,750	
Amendment to TCF National Bank Lease for ATM Services at Kirby Student Center, 10 University Drive, Duluth Campus	\$261,200	
Amendment to Lease for 87 Apartments and Classroom, Office and Student Space at 318-1 <sup>st</sup> Avenue SW, Rochester, to add 1,394 Square Feet for Rochester Campus		\$243,000

#### **FY14 Other Transactions**

The University invested \$1.96 million in 2407 University Investment, LLC (49% ownership); United Properties is the 51% owner of 2407 University Investment, LLC.

The University provided \$8.75 million in mortgage loan financing to 2407 University Investment, LLC for purchase of the properties at 2407-2425 University Avenue SE, Minneapolis (Days Inn Hotel and Tea House Restaurant properties).

*Board of Regents  
Office of the Executive Director  
and Corporate Secretary*

*600 McNamara Alumni Center  
200 Oak Street S.E.  
Minneapolis, MN 55455  
612-625-6300*

August 22, 2014

To: President Eric Kaler

From: Sarah Dirksen, Deputy Director 

Re: *Emergency Approval*

By email and phone on August 22, 2014, Chair Beeson, Vice Chair Johnson, and Facilities & Operations Committee Chair Allen each reviewed and approved the request from you for emergency approval of the following action (as described in the attached letter):

- Amendment to Lease to Exclude 1.5 Acres of Land and Add 2,282 Square Feet of Research Laboratory Space; and Sublease for 32,930 Square Feet of Research Laboratory Space and 167-Car Parking Lot, 801-16th Avenue NE, Austin (Vice President for Research/Hormel Institute)

I understand that this information will be reported to the Board of Regents at the September 2014 meetings, as required by Board Policy.

c: Richard Pfutzenreuter, Vice President  
Pamela Wheelock, Vice President  
Susan Carlson Weinberg, Director of Real Estate

August 22, 2014

The Honorable Richard Beeson  
The Honorable Dean Johnson

The Honorable Clyde Allen  
The Honorable Thomas Devine

Dear Members of the Board:

Board of Regents Policy: *Board Operations and Agenda Guidelines* allow for an emergency procedure if an emergency situation exists as defined in the Guidelines. Specifically, in Section II, Subd. 10, the policy reads as follows:

Upon the recommendation of the president, the Board chair, vice chair, and the respective committee chair may act on behalf of the Board when delay for Board approval poses a significant health, safety, or financial risk to the University. Any such emergency approvals will be brought to the next meeting of the Board, consistent with Board policy.

I am recommending use of this emergency process for Board approval of the following item, to prevent delay that could pose a financial risk to the institution: Amendment to Lease and Sublease for Hormel Institute, Austin – Review/Action:

Amendment to Lease to Exclude 1.5 Acres of Land and Add 2,282 Square Feet of Research Laboratory Space; and Sublease for 32,930 Square Feet of Research Laboratory Space and 167-Car Parking Lot, 801-16<sup>th</sup> Avenue NE, Austin (Vice President for Research/Hormel Institute)

Upon Board approval of this transaction, the University will be able to execute the required agreements which will allow the Austin Port Authority to proceed immediately with construction of an addition to the Hormel Institute building and a parking lot funded in part with \$13.5 million in State bond funds approved by the 2012 Legislature for a grant by the Minnesota Department of Employment and Economic Development to the Austin Port Authority.

Thank you for your attention to this request. Additional information regarding this item is enclosed.

Sincerely,



Eric W. Kaler  
President

EWK:jk

Enclosures

cc: Brian Steeves, executive director and corporate secretary, Board of Regents  
Richard H. Pfitzenreuter, III, vice president and CFO  
Pamela Wheelock, vice president, University Services  
Susan Carlson Weinberg, director of Real Estate



**AMENDMENT TO 99-YEAR LEASE  
AND 20-YEAR SUBLEASE  
AT 801-16TH AVENUE NE, AUSTIN  
(VICE PRESIDENT FOR RESEARCH/HORMEL INSTITUTE)**

**1. Recommended Action**

The President recommends that the appropriate officers receive authorization to execute (1) an amendment to the Hormel Institute's current 99-year lease to exclude 1.5 acres of land and include 2,282 square feet of research laboratory space; and (2) a 20-year sublease with renewal options for the Hormel Institute's use of approximately 32,930 square feet of research laboratory space, the underlying 1.5 acres and a 167-car parking lot; all at 801-16th Avenue NE, Austin.

**2. Description of Premises**

The current 99 year lease (96 years remaining) for the Hormel Institute at 801-16th Avenue NE, Austin will be modified as follows:

1.5 acres of land on the east side of the building will be excluded from the leased premises; and

2,282 useable square feet of laboratory, laboratory support and office space described as Rooms 224, 224A-B, 225, 225A-B and 242-243 will be added to the leased premises.

The sublease will provide for the Hormel Institute's use of the following premises:

63,157 gross square feet or 32,930 useable square feet of laboratory, laboratory support and office space and the underlying 1.5 acres, at 801-16th Avenue NE, Austin; and

A 167-car parking lot located across 8th Street NE from the Hormel Institute building.

**3. Basis for Request**

The University currently leases 39,192 useable square feet in the Hormel Institute building at 801-16th Avenue NE, Austin, and the underlying land totaling 5.88 acres on a 99-year lease which commenced July 1, 2011. The University's lease covers 94% of the building space. When the Hormel Foundation and the University executed the 2011 lease, it was expected that Mayo Clinic would occupy the remaining 6% of the building space for research laboratory purposes. That space has remained vacant since 2011, and occupancy by Mayo Clinic is no longer planned.

The 2012 Minnesota Legislature approved \$13.5 million in State Bond funding for a grant by the Commissioner of Employment and Economic Development to the Austin Port Authority for construction of an addition to the Hormel Institute building and a parking lot. The Hormel Foundation is contributing \$13.5 million to the building addition and parking lot project.

To accommodate the construction of the building addition by the Austin Port Authority, the University will amend its current lease to exclude from the leased premises the 1.5 acres of land on the east side of the Hormel Institute building needed by the Austin Port Authority for construction of the addition. That amendment will also provide for the University's use of the 2,282 useable square feet of research laboratory space that has remained vacant since July 1, 2011.

Upon completion of construction of the building addition and parking lot by the Austin Port Authority, the 1.5 acres, new building addition situated thereon totaling 32,930 useable square feet, and the 167-car parking lot will be leased by the Austin Port Authority to the Hormel Foundation, and then subleased by Hormel Foundation to the University.

#### **4. Details of Transaction**

The amendment to the University's current 99-year lease (96 years remaining) for the Hormel Institute will commence upon execution, and will revise the leased premises to exclude approximately 1.5 acres of land from the Leased Premises required for the Austin Port Authority's construction of the new building addition, and include 2,282 useable square feet of research laboratory space, which then results in the University's lease of 100% of the current building totaling 41,474 useable square feet and 4.38 acres of building grounds for use by the Hormel Institute for biomedical and biotechnology research.

The 20-year sublease for the Hormel Institute's biomedical and biotechnology research activities will commence in two stages: No later than January 1, 2015 with respect to the 167-car parking lot; and upon completion of construction of the 32,930 usable square feet of research laboratory space and underlying 1.5 acres, currently scheduled for October, 2015. After the initial 20 years, the University will have the opportunity to renew the sublease for up to 30 additional years.

#### **5. Lease Costs**

The Base Rent attributable to the additional Leased Premises of 2,282 useable square feet is the amount of \$5,078.13 per month, or \$60,937.56 per year, at commencement of the amendment to the 99-year lease (96 years remaining) and declines in accordance with a building depreciation schedule through September, 2034. As of October 1, 2034, the Base Rent for the additional Leased Premises will be \$1.00. The University will also pay all operating costs for the additional Leased Premises, including building insurance,

property taxes and special assessments and/or payments in lieu thereof. The operating costs for the additional Leased Premises are estimated at \$12.95 per useable square foot or approximately \$29,550 per year at commencement of the amendment.

The Base Rent for the Subleased Premises will be \$1.00. The University will pay all operating costs associated with the building addition, underlying land and new parking lot area. The operating costs for the Subleased Premises are estimated at \$12.95 per useable square foot or approximately \$426,440 in the first year of the sublease.

**6. Source of Funds**

Funds provided by the Hormel Foundation, together with other resources available to the Hormel Institute including, if necessary, Indirect Cost Recovery funds, will cover all University costs related to the subject amendment and sublease.

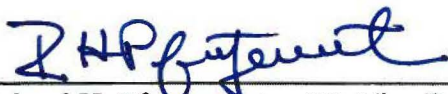
**7. Recommendations**

The above-described real estate transaction is appropriate:



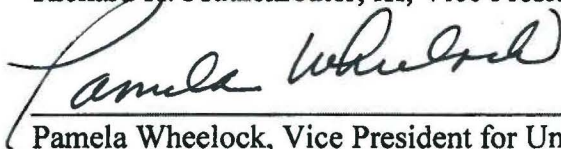
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Brian Herman, Vice President for Research



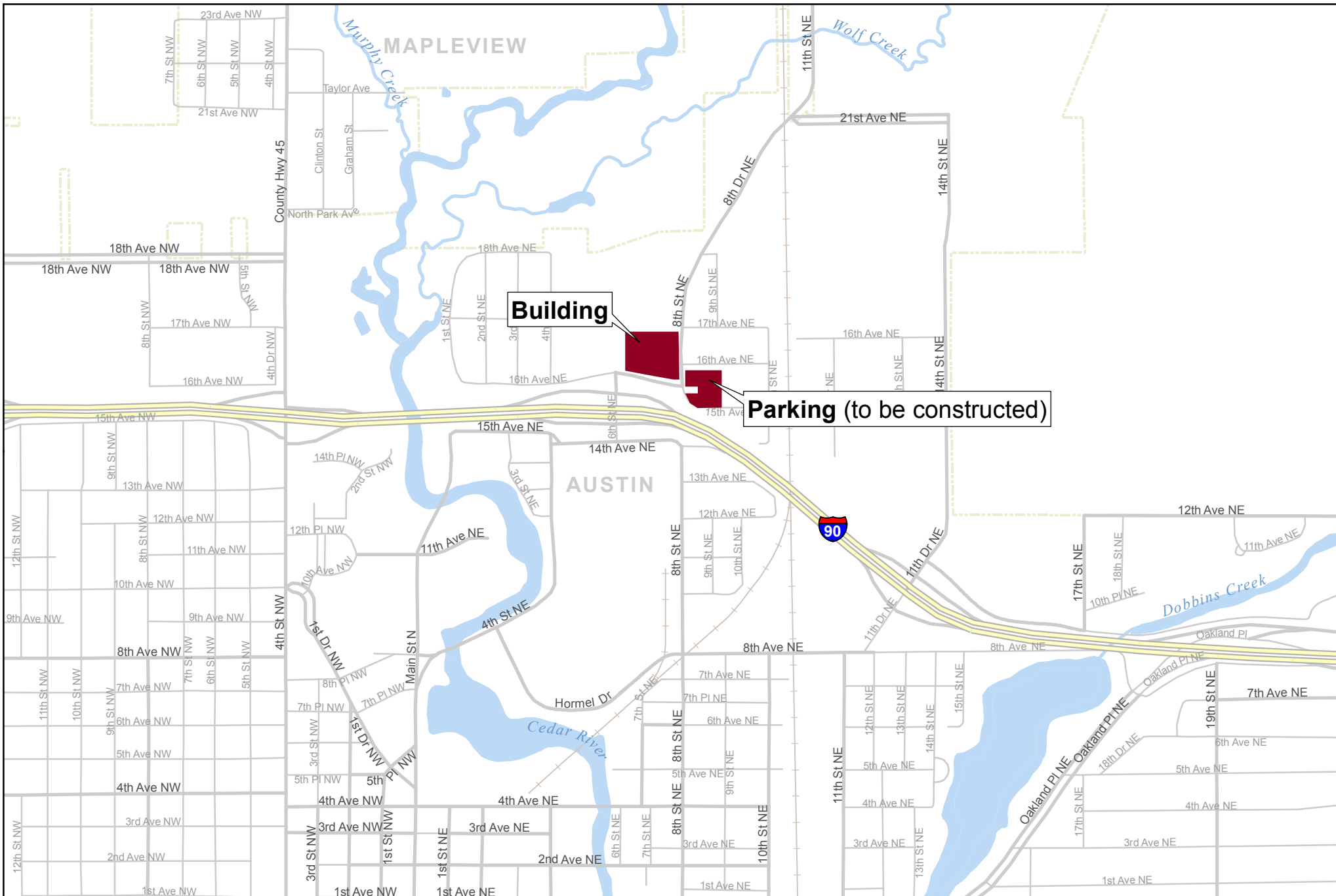
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Richard H. Pfitzenreuter, III, Vice President and CFO



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Pamela Wheelock, Vice President for University Services

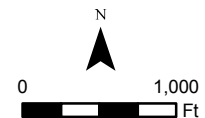


Real Estate Office



University of Minnesota

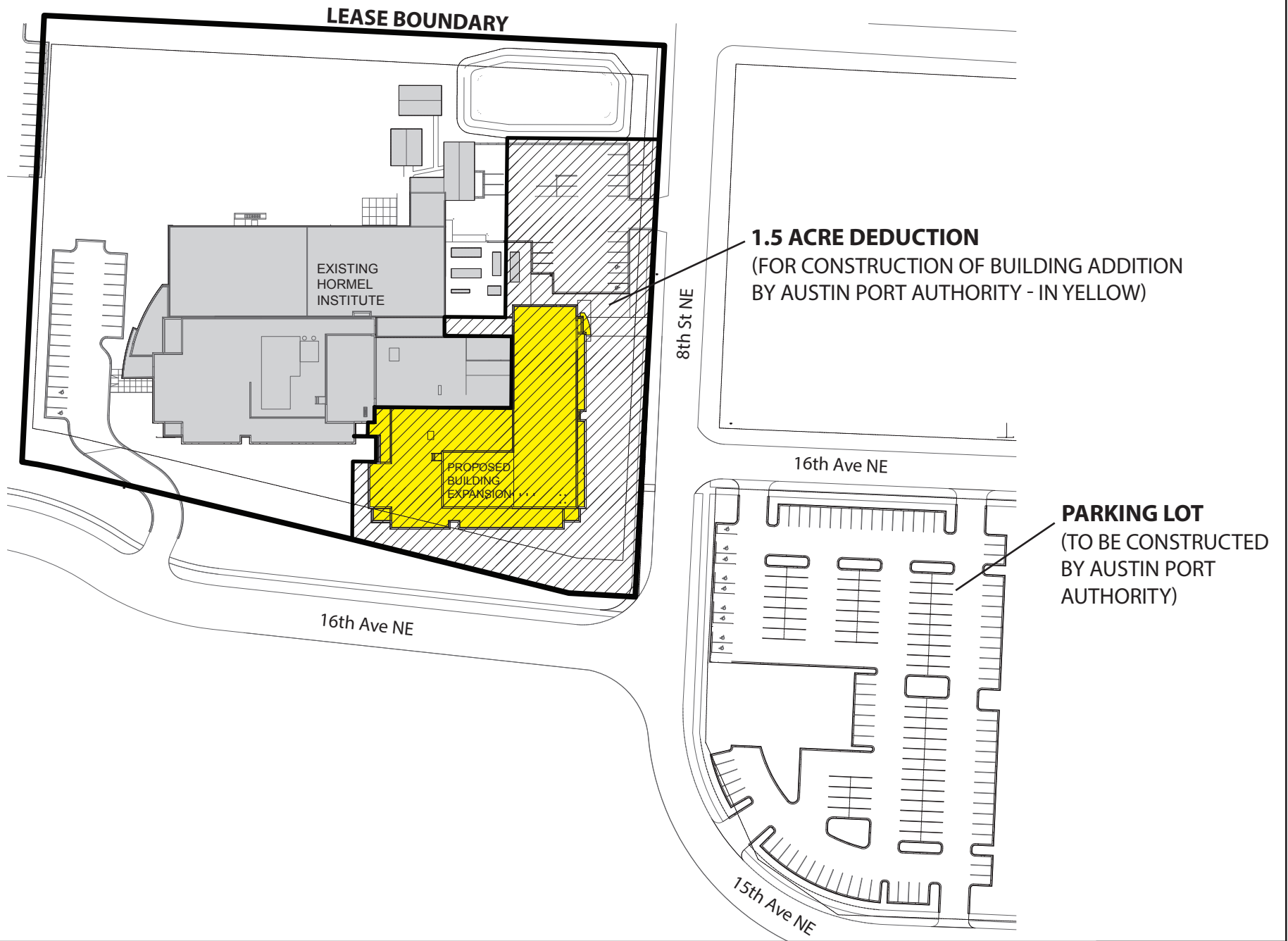
**Hormel Institute  
University of Minnesota  
Austin, MN**



This map is intended to be used for planning purposes only and should not be relied upon where a survey is required.

Base Data: Real Estate Office  
MNDNR, MNDOT

8/18/2014



Real Estate Office



University of Minnesota

**Hormel Institute**  
**Austin, MN**

This map is intended to be used for planning purposes only and should not be relied upon where a survey is required.



■ Premises

■ Additional Premises  
2,282 Useable Square Feet

■ Ancillary Areas



Main Research Laboratory Building  
Second Floor Level  
Hormel Institute University of Minnesota

