Facilities & Operations Committee

September 2014

September 11, 2014

2:00 - 4:00 pm

West Committee Room, McNamara Alumni Center
FAC - SEP 2014

1. 2014-2015 Committee Workplan - Discussion
   - Docket Item Summary Page 3
   - Workplan Draft Page 4

2. Schematic Design: Scholars Walk (Twin Cities Campus) - Review/Action
   - Docket Item Summary Page 6
   - Project Narrative and Map Page 7

3. Optimizing the University's Physical Assets: Facilities Condition Assessment - Discussion
   - Docket Item Summary Page 10
   - Facilities Condition Maps Page 14
   - Buildings by Age and Condition Page 18
   - Presentation Slides Page 20

4. Project Components of the President's 2014 Six-Year Capital Improvement Plan and the 2015 State Capital Request - Review
   - Docket Item Summary Page 49
   - Six-Year Plan Narrative Page 51
   - Project Funding Page 55
   - Project Narratives Page 64
   - 2015 State Capital Request Page 77
   - Presentation Slides Page 78

5. Planning and Vision for the Rochester Campus - Review
   - Docket Item Summary Page 92
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6. Information Items
   - Docket Item Summary Page 203
     A. Annual Report on Real Estate Transactions Over $250,000 and/or Over 10 Acres
        - Annual Report on Real Estate Page 204
     B. Amendment to 99-Year Lease and 20-Year Lease at 801 16th Avenue NE (Austin)
        - Emergency Approval Page 207
        - Lease Narrative and Maps Page 208
Facilities & Operations

Agenda Item: 2014-2015 Committee Workplan

Review □  Review + Action □  Action □  Discussion X

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.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
</tr>
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<tbody>
<tr>
<td><strong>2014</strong></td>
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<tr>
<td>September 11-12</td>
<td>• Optimizing the University's Physical Assets: Facilities Condition Assessment</td>
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<tr>
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<td>• Project Components of the 2014 Six-Year Capital Improvement Plan (Review)</td>
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<td>• Project Components of the 2015 State Capital Request (Review)</td>
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<td>• Planning and Vision for the Rochester Campus (Review)</td>
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<td>• Annual Report on Real Estate (Information)</td>
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<td><strong>Full Board item:</strong></td>
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<td></td>
<td>• 2014 Six-Year Capital Improvement Plan (Review)</td>
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<td>• 2015 State Capital Request (Review)</td>
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<td>October 9-10</td>
<td>• Project Components of the 2014 Six-Year Capital Improvement Plan (Action)</td>
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<td>• Planning and Vision for the Rochester Campus (Action)</td>
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<td>• Ensuring a Safe University</td>
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<td><strong>Full Board items:</strong></td>
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<td>• 2014 Six-Year Capital Improvement Plan (Action)</td>
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<td>• 2015 State Capital Request (Action)</td>
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<td>November</td>
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<td>December 11-12</td>
<td>• Optimizing the University's Physical Assets: Systemwide Campus Infrastructure</td>
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<td>• Annual Update on Sustainability Efforts</td>
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<td>• Strategic Issues Related to <em>University Plan, Performance, and Accountability Report</em></td>
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<td>• Capital Planning and Project Management Semi-Annual Report (Information)</td>
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<td><strong>Full Board item:</strong></td>
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<tr>
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<td>• Assumptions and Principles Guiding Long-Range Twin Cities Campus Planning</td>
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<td><strong>2015</strong></td>
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<td>January</td>
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<tr>
<td>February 12-13</td>
<td>• Long-Range Planning: Balancing Stewardship, Focus, and Growth</td>
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<tr>
<td>March 26-27</td>
<td>• Minnesota Vikings: Year One in Review</td>
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<td>March 26-27</td>
<td><strong>BOR Meeting</strong></td>
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<td>March 26-27</td>
<td>Committees only meet if there are urgent items requiring action</td>
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<td>April</td>
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<td>May 7-8</td>
<td>• Implementing the Master Plan: Natural Features and Systems</td>
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<td>• Green Line Operations and Maintenance Addendum: Year One Vibration and EMI Performance Standards Review (Review/Action)</td>
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<td>• Housing Strategy</td>
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<td>• Project Components of the President’s FY2016 Annual Capital Improvement Budget (Review)</td>
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<tr>
<td>Date</td>
<td>Event Description</td>
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<td>------------</td>
<td>-----------------------------------------------------------------------------------</td>
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</table>
| June 11-12 | - Implementing the Master Plan: District Planning  
|            |   - Information Technology Capital Planning  
|            |   - Project Components of the President’s FY2016 Annual Capital Improvement Budget  
|            |   (Action)  
|            |   - Capital Planning and Project Management Semi-Annual Report (Information)  
|            | Full Board item:  
|            |   - President’s FY16 Annual Capital Improvement Budget (Action)  
| July 8-10  | BOR Meeting and Retreat  
|            | Committees only meet if there are urgent items requiring action  
| August     | No BOR or Committee Meetings  

Full Board item:  
- President’s FY16 Annual Capital Improvement Budget (Review)

Review + Action

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
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

6. **Capital Funding:**

   University Gateway Corporation $ 2,000,000

   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 Pfutzenreuter, Vice President and Chief Financial Officer
   Pamela Wheelock, Vice President - University Services
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.
<table>
<thead>
<tr>
<th>Renewal Source</th>
<th>5-Yr Total FY10-FY15</th>
<th>% of Total</th>
<th>Annual Average</th>
<th>Average per Total GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEAPR</td>
<td>$195,500,000</td>
<td>29%</td>
<td>$32,583,000</td>
<td>$1.11</td>
</tr>
<tr>
<td>Facility Renewal (State of MN)²</td>
<td>$58,198,000</td>
<td>9%</td>
<td>$9,700,000</td>
<td>$0.34</td>
</tr>
<tr>
<td>Facility Renewal (U of M)²</td>
<td>$135,797,000</td>
<td>20%</td>
<td>$22,632,000</td>
<td>$0.77</td>
</tr>
<tr>
<td>Repair &amp; Replacement (R&amp;R)</td>
<td>$51,054,000</td>
<td>8%</td>
<td>$8,509,000</td>
<td>$0.29</td>
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<tr>
<td>Utility Infrastructure</td>
<td>$63,387,000</td>
<td>10%</td>
<td>$10,565,000</td>
<td>$0.36</td>
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<tr>
<td>Value of Razed Facilities</td>
<td>$48,023,000</td>
<td>7%</td>
<td>$8,004,000</td>
<td>$0.27</td>
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<tr>
<td>Auxiliary Funds</td>
<td>$114,874,000</td>
<td>17%</td>
<td>$19,146,000</td>
<td>$0.66</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$666,833,000</strong></td>
<td><strong>100%</strong></td>
<td><strong>$111,139,000</strong></td>
<td><strong>$3.80</strong></td>
</tr>
</tbody>
</table>

²29.3M Gross Square Feet (GSF) based on 2014 inventory of active / owned facilities
²Facility Renewal comprised of State debt (30%), U of M debt (27%), U Funds, Local Funds, Grants Gifts, Self-Support Funds
²Figures 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  
  o 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  
  o When feasible, full renovation is typically more economical than piecemeal improvements due to benefits in scheduling, coordination and strategic procurement.

• Build new facilities  
  o 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  
  o 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  
  o 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  
  o 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  
  o 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

<table>
<thead>
<tr>
<th>Campus</th>
<th>Total GSF¹</th>
<th>Assessments (GSF)</th>
<th>% of Campus²</th>
<th>Assessments (GSF)</th>
<th>% of Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twin Cities</td>
<td>24,784,289</td>
<td>22,432,241</td>
<td>91%</td>
<td>23,297,686</td>
<td>94%</td>
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<tr>
<td>Duluth</td>
<td>3,263,024</td>
<td>1,949,687</td>
<td>60%</td>
<td>2,343,938</td>
<td>72%</td>
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<td>Morris</td>
<td>962,630</td>
<td>921,627</td>
<td>96%</td>
<td>921,627</td>
<td>96%</td>
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<tr>
<td>Crookston</td>
<td>635,041</td>
<td>329,451</td>
<td>49%</td>
<td>524,662</td>
<td>83%</td>
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<td>ROCs</td>
<td>1,489,196</td>
<td>0</td>
<td>0%</td>
<td>910,809</td>
<td>61%³</td>
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<tr>
<td>Totals</td>
<td>31,134,180</td>
<td>25,633,006</td>
<td>82%</td>
<td>27,883,254</td>
<td>90%</td>
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</tbody>
</table>

¹ Gross Square Feet. Does not match official statement of space; includes parking ramp decks.
² Includes all formally assessed facilities and those <5 years old based on construction or renovation date.
³ 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
GSF By Year Built and FCNI

NOTE: Excludes parking ramps, utilities buildings and warehouse facilities

GSF By Year Built and FCNI

Updated: September 2014
Optimizing the University’s Physical Assets: Facilities Condition Assessment

Board of Regents Facilities and Operations Committee
September 11, 2014
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; Be responsible stewards of resources, focused on service, driven by performance, and known as the best among peers.

Be responsible stewards of resources

Facilities Condition

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

- **Pre-War**
  - All: 13%
  - UofM: 31%

- **Post-War**
  - DB: 36%
  - UofM: 39%

- **Modern**
  - DB: 18%
  - UofM: 15%

- **Complex**
  - DB: 33%
  - UofM: 15%
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

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<tr>
<th>Building Exterior</th>
<th>HVAC</th>
<th>Electrical</th>
<th>Building Interiors</th>
<th>Moveable Equipment</th>
<th>Site</th>
<th>Utilities / Landscape</th>
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<tbody>
<tr>
<td>• Roofing</td>
<td>• Equipment</td>
<td>• Equipment</td>
<td>• Interiors Structure</td>
<td>• Office Furniture</td>
<td>• Walkways (select)</td>
<td>• Utility Generation</td>
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<td>• Foundations</td>
<td>• Ductwork</td>
<td>• Power Distribution</td>
<td>• Ceilings</td>
<td>• Classroom Tech</td>
<td>• Plazas (select)</td>
<td>• Utility Distribution</td>
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<td>• Windows</td>
<td>• Piping</td>
<td>• Interior Lighting</td>
<td>• Elevators</td>
<td>• Lab Equipment</td>
<td>• Lighting (select)</td>
<td>• Roads / Sidewalks</td>
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<td>• Walls</td>
<td>• Controls</td>
<td>• Exterior Lighting</td>
<td>• Stairs</td>
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<td>• Landscape</td>
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<td>• Doors</td>
<td>• Component List</td>
<td>• Security</td>
<td>• Interior Finishes</td>
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<td>• Structure</td>
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<td>• Classrooms</td>
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<th>Code / Access</th>
<th>Code</th>
<th>Access</th>
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<td>• Fixtures</td>
<td>• Domestic Water</td>
<td>• Int’l Bldg Code</td>
<td>• State Code</td>
<td>• MN Access. Code</td>
<td>• Universal Accessibility</td>
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<td>• Drain, Waste, Vents</td>
<td>• Alarms</td>
<td>• Sprinklers</td>
<td>• Stand Pipes</td>
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<tr>
<td>• Storm Drains</td>
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<table>
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<tr>
<th>Moveable Equipment</th>
<th>Site</th>
<th>Utilities / Landscape</th>
</tr>
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<tbody>
<tr>
<td>• Office Furniture</td>
<td>• Walkways (select)</td>
<td>• Utility Generation</td>
</tr>
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<td>• Classroom Tech</td>
<td>• Plazas (select)</td>
<td>• Utility Distribution</td>
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<tr>
<td>• Lab Equipment</td>
<td>• Lighting (select)</td>
<td>• Roads / Sidewalks</td>
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<tr>
<td></td>
<td></td>
<td>• Landscape</td>
</tr>
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## Campus Condition

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

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

² Limited portions of facility replacement value modeled pending completion of formal assessment and report.
The U of M would need to invest an additional $4.50 per square foot every year to sustain current condition.

Note: Estimate based on average annual renewal in enterprise supported space; FY10-15
Facility Investment vs. Target

Enterprise Supported

Facility Investment vs. Target

- **Upper Target (3%)**
- **Lower Target (2%)**

**Decreasing Backlog**
- $12

**Sustaining Backlog**
- $8

**Increasing Backlog**

FY10: Facility Renewal: $2, HEAPR: $0, Avg: $0
FY11: Facility Renewal: $2, HEAPR: $0, Avg: $3.65
FY12: Facility Renewal: $2, HEAPR: $0, Avg: $3.65
FY13: Facility Renewal: $2, HEAPR: $0, Avg: $3.65
FY14: Facility Renewal: $2, HEAPR: $0, Avg: $3.65
FY15: Facility Renewal: $2, HEAPR: $0, Avg: $3.65

- **Enterprise Supported:** 31 of 214
Annual Capital Renewal Funds: FY10-15

Enterprise

$38M
Supplemental Campus Renewal

$73M
Supported Facility Renewal

Note: Cost per square foot figures for Supported Space only
Renewal Backlog vs Peers

Twin Cities Supported

<table>
<thead>
<tr>
<th>Institution</th>
<th>Big 10/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia Institute of Technology</td>
<td></td>
</tr>
<tr>
<td>Indiana University</td>
<td>Big 10</td>
</tr>
<tr>
<td>Indiana University Purdue University - Indianapolis</td>
<td></td>
</tr>
<tr>
<td>Massachusetts Institute of Technology</td>
<td></td>
</tr>
<tr>
<td>New York University</td>
<td></td>
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<tr>
<td>Northwestern University</td>
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</tr>
<tr>
<td>Princeton University</td>
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<tr>
<td>Purdue University</td>
<td>Big 10</td>
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<tr>
<td>The Johns Hopkins University</td>
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<td><em>The Ohio State University</em></td>
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<tr>
<td><em>The Pennsylvania State University</em></td>
<td>Big 10</td>
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<tr>
<td>University of Illinois – Urbana Champaign</td>
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<tr>
<td>University of Michigan – Ann Arbor</td>
<td>Big 10</td>
</tr>
<tr>
<td>University of Missouri - Columbia</td>
<td>Big 12</td>
</tr>
</tbody>
</table>
Renewal Spending vs Peers
Twin Cities Supported

Note: Reflects investment in Infrastructure, Energy Conservation and Preventative Maintenance in addition to facilities
Facility Condition Strategies

• 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
Investment in New Space vs Existing

Enterprise

Average: FY10-15

47%  53%

New Space  Existing
# Draft Investment Model

## STAGE 1

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Condition (FCNI)</th>
<th>Renovation Cost ($ per GSF)</th>
<th>Operations &amp; Maint. Costs</th>
<th>Energy Demand (kBTU)</th>
<th>Space Efficiency</th>
<th>Historical Value (NHRP Status)</th>
<th>Code Rating (Deficiency Extent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High / Poor</td>
<td>Critical</td>
<td>&gt;$200</td>
<td>&gt;110%</td>
<td>&gt;110%</td>
<td>Worst</td>
<td>None</td>
<td>0-Serious</td>
</tr>
<tr>
<td></td>
<td>Poor</td>
<td>$125-$199</td>
<td>95% to 110%</td>
<td>95% to 110%</td>
<td></td>
<td>Steward</td>
<td>1-Major</td>
</tr>
<tr>
<td>Mid</td>
<td>Fair</td>
<td>$75-$124</td>
<td>95% to 110%</td>
<td>95% to 110%</td>
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<td>Steward</td>
<td>2-Moderate</td>
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<tr>
<td></td>
<td>Good</td>
<td>$25-$74</td>
<td>&lt;95%</td>
<td>&lt;95%</td>
<td></td>
<td>Steward</td>
<td>3-Minor</td>
</tr>
<tr>
<td>Low / Good</td>
<td>Excellent</td>
<td>&lt;$25</td>
<td>&lt;95%</td>
<td>&lt;95%</td>
<td></td>
<td>Listed or Eligible</td>
<td>4-Not Significant</td>
</tr>
</tbody>
</table>

## STAGE 2

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

---

**Catch-up / Keep-up**

**Keep-up**

**Dispose or Replace**
• 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
Facility Portfolio: Case Study

Morris Campus

Total Needs
$63M

Transitional Buildings
$17M
76,000 sf
$223/sf

Grounds/Infrastructure
$4.5M

Building Needs
$41.5M

Academic
$16.0M
425,000 sf
$38/sf

Student Life/Athletics
$11.8M
238,000sf
$50/sf

Residence Halls
$13.7M
227,000sf
$60/sf

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<tr>
<th>Building</th>
<th>$/sf</th>
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</thead>
<tbody>
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<td>Education</td>
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<tr>
<td>Multi Ethnic Res Ctr</td>
<td>$300</td>
</tr>
<tr>
<td>Camden</td>
<td>$237</td>
</tr>
<tr>
<td>Behmler</td>
<td>$200</td>
</tr>
<tr>
<td>Humanities</td>
<td>$164</td>
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</table>
• 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
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
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.
The EAM Program empowers change

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

X 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 Pfutzenreuter 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 grant 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 21st 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.
### University of Minnesota

**Six Year Plan - Project Funding Report**

**2015**

**Stage:** Resource Acquisition

<table>
<thead>
<tr>
<th>File</th>
<th>Project Title</th>
<th>Campus</th>
<th>Total</th>
<th>State Funds</th>
<th>University Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>400</td>
<td>HEAPR</td>
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<td>$55,000</td>
<td>$55,000</td>
<td>$0</td>
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<tr>
<td>447</td>
<td>St. Paul Greenhouse Replacement</td>
<td>UMTC</td>
<td>$6,000</td>
<td>$4,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>405</td>
<td>Veterinary Isolation Facility Replacement</td>
<td>UMTC</td>
<td>$27,000</td>
<td>$18,000</td>
<td>$9,000</td>
</tr>
</tbody>
</table>

| FY Total: | $88,000 | $77,000 | $11,000 |
| Running Total: | $88,000 | $77,000 | $11,000 |

**dollars in thousands**
## University of Minnesota
Six Year Plan - Project Funding Report

### 2016

**Stage:** Planning & Feasibility

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<td>Chemical Sciences and Advanced Materials Building</td>
<td>UMD</td>
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<td>Pillsbury Hall Renovation</td>
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<td>$10,000</td>
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$254,000 $186,000 $68,000

FY Total: $254,000 $186,000 $68,000
Running Total: $342,000 $263,000 $79,000

*dollars in thousands*
### 2017

**State Funded Projects**

<table>
<thead>
<tr>
<th>File</th>
<th>Project Title</th>
<th>Campus</th>
<th>Total</th>
<th>State Funds</th>
<th>University Funds</th>
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</thead>
<tbody>
<tr>
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<td>415</td>
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<tr>
<td>449</td>
<td>Programmatic Renewal (UMD, UMM, UMC)</td>
<td>Systemwide</td>
<td>$18,000</td>
<td>$12,000</td>
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FY Total: $103,000 $83,700 $19,300

Running Total: $445,000 $346,700 $98,300

*dollars in thousands*
## University of Minnesota

### Six Year Plan - Project Funding Report

**2018**

**Stage:** Proposal

<table>
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<td>452</td>
<td>Research and Outreach Center Investments</td>
<td>ROCs &amp; Stations</td>
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<td>Undergraduate Teaching Laboratory Facility</td>
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</table>

|                | FY Total:                                         |                | $233,000    | $168,700    | $64,300         |
|                | Running Total:                                    |                | $678,000    | $515,400    | $162,600        |

*dollars in thousands*
### 2019

**Stage:** Proposal

#### State Funded Projects

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<th>State Funds</th>
<th>University Funds</th>
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<td>West Bank Classrooms Replacement</td>
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<td></td>
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<td>$70,000</td>
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*FY Total:*

<table>
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<th>State Funds</th>
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*Running Total:*

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<td>$748,000</td>
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</table>
## University of Minnesota

Six Year Plan - Project Funding Report

### 2020

**Stage:** Proposal

**State Funded Projects**

<table>
<thead>
<tr>
<th>File</th>
<th>Project Title</th>
<th>Campus</th>
<th>Total</th>
<th>State Funds</th>
<th>University Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>446</td>
<td>HEAPR</td>
<td>Systemwide</td>
<td>$40,000</td>
<td>$40,000</td>
<td>$0</td>
</tr>
<tr>
<td>414</td>
<td>Academic Priority</td>
<td>UMR</td>
<td>$45,000</td>
<td>$30,000</td>
<td>$15,000</td>
</tr>
<tr>
<td>454</td>
<td>AHC Strategic Investment</td>
<td>UMTC</td>
<td>$70,000</td>
<td>$46,700</td>
<td>$23,300</td>
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<td>457</td>
<td>Biosystems &amp; Ag Engineering Laboratory Renovation</td>
<td>UMTC</td>
<td>$50,000</td>
<td>$33,300</td>
<td>$16,700</td>
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<td>456</td>
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<td>$30,000</td>
<td>$20,000</td>
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<td>450</td>
<td>McNeal Hall Renovation</td>
<td>UMTC</td>
<td>$24,000</td>
<td>$16,000</td>
<td>$8,000</td>
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</table>

**FY Total:** $259,000  
**Running Total:** $1,007,000

**dollars in thousands**
### State Funded Projects

<table>
<thead>
<tr>
<th>File</th>
<th>Project Title</th>
<th>Campus</th>
<th>Total</th>
<th>State Funds</th>
<th>University Funds</th>
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### University Funded Projects

<table>
<thead>
<tr>
<th>File</th>
<th>Project Title</th>
<th>Campus</th>
<th>Total</th>
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<th>University Funds</th>
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<tr>
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<td>Athletics Facilities Phase 1 Projects</td>
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<td>$0</td>
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<td>407</td>
<td>Biological Sciences Active Learning Classrooms</td>
<td>UMTC</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>419</td>
<td>Bolstad Golf Course Renovation</td>
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<td>Pioneer Hall Renovation or Replacement</td>
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<td>Public Space Reinvestments</td>
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<td>Recreational Sports Project</td>
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<td>Superblock Dining Replacement</td>
<td>UMTC</td>
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<tr>
<td>425</td>
<td>Washington Ave Bridge and Plaza</td>
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<td>$0</td>
<td>$0</td>
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FY Total: $0 $0 $0
Running Total: $1,007,000 $761,400 $245,600

**Under Consideration / Evaluation**

Stage: Proposal
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.
Six Year Plan - Project Description Report
**University of Minnesota**

Six Year Plan - Project Description Report

### 400 HEAPR

| 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. |
| Vice President: | Systemwide |
| Campus: | Systemwide |
| Facility: | Systemwide |
| Total Cost: | $55,000 |
| RRC: | Systemwide |
| Year: | 2015 |
| Stage: | Resource Acquisition |

### 403 St. Paul Interdisciplinary Laboratory

| 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. |
| Vice President: | Academic Affairs |
| Campus: | UMTC |
| Facility: | New Facility |
| Total Cost: | $46,000 |
| RRC: | Academic Affairs |
| Year: | 2016 |
| Stage: | Planning & Feasibility |

### 405 Veterinary Isolation Facility Replacement

| 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 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. |
| Vice President: | Health Sciences |
| Campus: | UMTC |
| Facility: | New Facility |
| Total Cost: | $27,000 |
| RRC: | College of Veterinary Medicine |
| Year: | 2015 |
| Stage: | Resource Acquisition |
Six Year Plan - Project Description Report

407 Biological Sciences Active Learning Classrooms

<table>
<thead>
<tr>
<th>Vice President:</th>
<th>Academic Affairs</th>
<th>RRC:</th>
<th>College of Biological Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>UMTC</td>
<td>RRC Contact:</td>
<td>Hays, T.</td>
</tr>
<tr>
<td>Facility:</td>
<td>TC Campus</td>
<td>Year:</td>
<td>Under Consideration / Evaluation</td>
</tr>
<tr>
<td>Total Cost:</td>
<td>$0</td>
<td>Stage:</td>
<td>Proposal</td>
</tr>
<tr>
<td>Description:</td>
<td>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.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

408 Health Science Facility Repurposing

<table>
<thead>
<tr>
<th>Vice President:</th>
<th>Health Sciences</th>
<th>RRC:</th>
<th>Health Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>UMTC</td>
<td>RRC Contact:</td>
<td>Jackson, B.</td>
</tr>
<tr>
<td>Total Cost:</td>
<td>$65,000</td>
<td>Stage:</td>
<td>Planning &amp; Feasibility</td>
</tr>
<tr>
<td>Description:</td>
<td>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.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

409 St. Paul Research Laboratory Renovation

<table>
<thead>
<tr>
<th>Vice President:</th>
<th>Academic Affairs</th>
<th>RRC:</th>
<th>Academic Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>UMTC</td>
<td>RRC Contact:</td>
<td>Hanson, K.</td>
</tr>
<tr>
<td>Facility:</td>
<td>TC Campus</td>
<td>Year:</td>
<td>2018</td>
</tr>
<tr>
<td>Total Cost:</td>
<td>$24,000</td>
<td>Stage:</td>
<td>Proposal</td>
</tr>
<tr>
<td>Description:</td>
<td>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.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

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.

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.
### Collections and Contemporary Learning

<table>
<thead>
<tr>
<th>Vice President:</th>
<th>Academic Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>UMTC</td>
</tr>
<tr>
<td>Facility:</td>
<td>TC Campus</td>
</tr>
<tr>
<td>Total Cost:</td>
<td>$40,000</td>
</tr>
<tr>
<td>Description:</td>
<td>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.</td>
</tr>
</tbody>
</table>

### Space Utilization Program

<table>
<thead>
<tr>
<th>Vice President:</th>
<th>University Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>UMTC</td>
</tr>
<tr>
<td>Facility:</td>
<td>TC Campus</td>
</tr>
<tr>
<td>Total Cost:</td>
<td>$0</td>
</tr>
<tr>
<td>Description:</td>
<td>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.</td>
</tr>
</tbody>
</table>

### Superblock Dining Replacement

<table>
<thead>
<tr>
<th>Vice President:</th>
<th>University Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>UMTC</td>
</tr>
<tr>
<td>Facility:</td>
<td>New Facility</td>
</tr>
<tr>
<td>Total Cost:</td>
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</tr>
<tr>
<td>Description:</td>
<td>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.</td>
</tr>
</tbody>
</table>
**Bolstad Golf Course Renovation**

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.

**Washington Ave Bridge and Plaza**

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.

**Recreational Sports Project**

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.
**University of Minnesota**

**Six Year Plan - Project Description Report**

### 441 AHC Interprofessional Education Center

<table>
<thead>
<tr>
<th>Vice President</th>
<th>Facility</th>
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<tr>
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<td>UMTC</td>
<td>$100,000</td>
<td>2018</td>
<td>Proposal</td>
<td>Jackson, B.</td>
<td>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.</td>
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### 444 Athletics Facilities Phase 1 Projects

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<th>Facility</th>
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<th>Stage</th>
<th>RRC Contact</th>
<th>Program Description</th>
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<tr>
<td>Athletics</td>
<td>TC Campus</td>
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<td>$0</td>
<td>Under Consideration / Evaluation</td>
<td>Proposal</td>
<td>Teague, N.</td>
<td>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.</td>
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### 447 St. Paul Greenhouse Replacement

<table>
<thead>
<tr>
<th>Vice President</th>
<th>Facility</th>
<th>Campus</th>
<th>Total Cost</th>
<th>Year</th>
<th>Stage</th>
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<th>Program Description</th>
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<tr>
<td>Academic Affairs</td>
<td>Plant Growth Facilities-West</td>
<td>UMTC</td>
<td>$6,000</td>
<td>2015</td>
<td>Resource Acquisition</td>
<td>Hanson, K.</td>
<td>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.</td>
</tr>
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</table>
**University of Minnesota**

Six Year Plan - Project Description Report

**448 10 Church Street SE Repurposing**

<table>
<thead>
<tr>
<th>Description:</th>
<th>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.</th>
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</thead>
<tbody>
<tr>
<td>Campus:</td>
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<td>Total Cost:</td>
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<td>RRC Contact:</td>
<td>Hanson, K.</td>
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<td>Year:</td>
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**449 Programmatic Renewal (UMD, UMM, UMC)**

<table>
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<tr>
<th>Description:</th>
<th>This program will fund facility improvements that support academic and student-focused programmatic needs in existing facilities on the Duluth, Morris and Crookston campuses.</th>
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**450 McNeal Hall Renovation**

<table>
<thead>
<tr>
<th>Description:</th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>UMTC</td>
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<tr>
<td>Total Cost:</td>
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<tr>
<td>RRC Contact:</td>
<td>Quam, J.</td>
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<tr>
<td>Year:</td>
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Six Year Plan - Project Description Report

451 Undergraduate Teaching Laboratory Facility

<table>
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</thead>
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<td>UMTC</td>
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<tr>
<td>Total Cost:</td>
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<tr>
<td>Description:</td>
<td>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.</td>
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452 Research and Outreach Center Investments

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<tbody>
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<tr>
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<tr>
<td>Total Cost:</td>
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</tr>
<tr>
<td>Description:</td>
<td>This program will fund a variety of projects at the Research and Outreach Centers across the state.</td>
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453 West Bank Classrooms Replacement

<table>
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<th>Vice President:</th>
<th>Academic Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>UMTC</td>
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<tr>
<td>Facility:</td>
<td>New Facility</td>
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<tr>
<td>Total Cost:</td>
<td>$30,000</td>
</tr>
<tr>
<td>Description:</td>
<td>This project will replace existing traditional learning space on the Minneapolis West Bank Campus with active learning classrooms.</td>
</tr>
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### AHC Strategic Investment

<table>
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<tr>
<th>Vice President:</th>
<th>Health Sciences</th>
<th>RRC:</th>
<th>Health Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
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<td>RRC Contact:</td>
<td>Jackson, B.</td>
</tr>
<tr>
<td>Facility:</td>
<td>TC Campus</td>
<td>Year:</td>
<td>2020</td>
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<tr>
<td>Total Cost:</td>
<td>$70,000</td>
<td>Stage:</td>
<td>Proposal</td>
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<tr>
<td>Description:</td>
<td>This project will address needs identified by Academic Health Center strategic facility planning.</td>
<td></td>
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### Child Development Replacement

<table>
<thead>
<tr>
<th>Vice President:</th>
<th>Academic Affairs</th>
<th>RRC:</th>
<th>College of Education and Human Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>UMTC</td>
<td>RRC Contact:</td>
<td>Quam, J.</td>
</tr>
<tr>
<td>Facility:</td>
<td>New Facility</td>
<td>Year:</td>
<td>2018</td>
</tr>
<tr>
<td>Total Cost:</td>
<td>$21,000</td>
<td>Stage:</td>
<td>Proposal</td>
</tr>
<tr>
<td>Description:</td>
<td>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.</td>
<td></td>
<td></td>
</tr>
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</table>

### Chemistry Research Laboratory Investment

<table>
<thead>
<tr>
<th>Vice President:</th>
<th>Academic Affairs</th>
<th>RRC:</th>
<th>College of Science and Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>UMTC</td>
<td>RRC Contact:</td>
<td>Crouch, S.</td>
</tr>
<tr>
<td>Facility:</td>
<td>TC Campus</td>
<td>Year:</td>
<td>2020</td>
</tr>
<tr>
<td>Total Cost:</td>
<td>$30,000</td>
<td>Stage:</td>
<td>Proposal</td>
</tr>
<tr>
<td>Description:</td>
<td>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.</td>
<td></td>
<td></td>
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</tbody>
</table>
### Biosystems & Ag Engineering Laboratory Renovation

<table>
<thead>
<tr>
<th>Vice President</th>
<th>Academic Affairs</th>
<th>RRC: College of Food, Agricultural and Natural Resource Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus</td>
<td>UMTC</td>
<td>RRC Contact: Buhr, B.</td>
</tr>
<tr>
<td>Facility</td>
<td>Biosystems &amp; Ag Engineering</td>
<td>Year: 2020</td>
</tr>
<tr>
<td>Total Cost</td>
<td>$50,000</td>
<td>Stage: Proposal</td>
</tr>
<tr>
<td>Description</td>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

### Pioneer Hall Renovation or Replacement

<table>
<thead>
<tr>
<th>Vice President</th>
<th>University Services</th>
<th>RRC: Housing &amp; Residential Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus</td>
<td>UMTC</td>
<td>RRC Contact: Scheich, L.</td>
</tr>
<tr>
<td>Facility</td>
<td>TC Campus</td>
<td>Year: Under Consideration / Evaluation</td>
</tr>
<tr>
<td>Total Cost</td>
<td>$0</td>
<td>Stage: Proposal</td>
</tr>
<tr>
<td>Description</td>
<td>This project will explore options meeting the facility renewal needs of Pioneer Hall.</td>
<td></td>
</tr>
</tbody>
</table>

### Field House Renovation

<table>
<thead>
<tr>
<th>Vice President</th>
<th>Academic Affairs</th>
<th>RRC: Recreational Sports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus</td>
<td>UMTC</td>
<td>RRC Contact: Brown, D.</td>
</tr>
<tr>
<td>Facility</td>
<td>TC Campus</td>
<td>Year: Under Consideration / Evaluation</td>
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<tr>
<td>Total Cost</td>
<td>$0</td>
<td>Stage: Proposal</td>
</tr>
<tr>
<td>Description</td>
<td>This project will make necessary improvements to the exterior of the Field House facility originally relocated to the University from Washington in 1949.</td>
<td></td>
</tr>
</tbody>
</table>
University of Minnesota
Six Year Plan - Project Description Report

461 Admissions Welcome Center

| Description: | This project will explore options for consolidating freshman, transfer and international student admissions into a single more publicly accessible location. |
| Vice President: | Academic Affairs |
| Campus: | UMTC |
| Facility: | TC Campus |
| Total Cost: | $0 |
| RRC: | Academic Affairs |
| RRC Contact: | Hanson, K. |
| Year: | Under Consideration / Evaluation |
| Stage: | Proposal |

462 Public Space Reinvestments

| Description: | This program will fund a variety of small physical enhancements intended to improve the campus experience for students, employees and visitors. |
| Vice President: | University Services |
| Campus: | UMTC |
| Facility: | TC Campus |
| Total Cost: | $0 |
| RRC: | Facilities Management |
| RRC Contact: | Berthelsen, M. |
| Year: | Under Consideration / Evaluation |
| Stage: | Proposal |

463 UMD Academic Priority

| 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. |
| Vice President: | Duluth Campus |
| Campus: | UMD |
| Facility: | UMD Campus |
| Total Cost: | $0 |
| RRC: | Academic Affairs |
| RRC Contact: | Black, L. |
| Year: | Under Consideration / Evaluation |
| Stage: | Proposal |
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):

<table>
<thead>
<tr>
<th>Location</th>
<th>Project</th>
<th>Total</th>
<th>State</th>
<th>UMN</th>
</tr>
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<tbody>
<tr>
<td>SYSTEM</td>
<td>HEAPR</td>
<td>$55,000</td>
<td>$55,000</td>
<td>$0</td>
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<tr>
<td>UMTC</td>
<td>Veterinary Isolation Facility Replacement</td>
<td>$27,000</td>
<td>$18,000</td>
<td>$9,000</td>
</tr>
<tr>
<td>UMTC</td>
<td>St. Paul Greenhouse Replacement</td>
<td>$6,000</td>
<td>$4,000</td>
<td>$2,000</td>
</tr>
<tr>
<td></td>
<td>Total:</td>
<td>$88,000</td>
<td>$77,000</td>
<td>$11,000</td>
</tr>
</tbody>
</table>

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.
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

Academic and Service Unit Strategic Directions

- Legal Obligations
- Availability of Local Unit Resources
- Health, Safety and Infrastructure
- Approved Pre-design
- Project Inter-dependencies
- Prior Planning or Partial Funding
- Ability to Leverage Private Funds
- Geographical Balance
- Project Readiness
- Potential for Staging
- Traditional Share of State Bonding
- Bond Rating
- 1/3 State Match Requirement
- Annual Operating & Debt Costs

Six-Year Capital Plan
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

<table>
<thead>
<tr>
<th>Location</th>
<th>Project</th>
<th>Total</th>
<th>State</th>
<th>U of MN</th>
</tr>
</thead>
<tbody>
<tr>
<td>SYSTEM</td>
<td>HEAPR</td>
<td>$ 55,000</td>
<td>$ 55,000</td>
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<td>$  6,000</td>
<td>$  4,000</td>
<td>$  2,000</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td></td>
<td>$ 88,000</td>
<td>$ 77,000</td>
<td>$ 11,000</td>
</tr>
</tbody>
</table>
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
Facilities & Operations  

September 11, 2014

Agenda Item: Planning and Vision for the Rochester Campus

Review [X] 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.

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Floor Area</th>
<th>% of Net ASF*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Learning Classroom</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Instructional Laboratory</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Welcome Atrium</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Study &amp; Informal Gathering</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>Faculty Office and Support Space</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Staff Office and Support Space</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Retail/food &amp; beverage</td>
<td>12%</td>
<td></td>
</tr>
</tbody>
</table>

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.


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, UM Rochester
Jay Hesley  
Assistant Vice Chancellor for Institutional Advancement, UM Twin Cities
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
ACKNOWLEDGMENTS

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
Gail Sauter                 Associate Vice Chancellor for Finance and Operations
Timothy Seigfried           Mayo Clinic, Facilities Project Services

CITY OF ROCHESTER AND OLMSTED COUNTY
Mitzi Baker                  Rochester-Olmsted Planning Department
Doug Knott                  City of Rochester
Mike Nigbur, LA, AICP       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
Mary Anne Ocampo            Urban designer, Sasaki Associates
Marc Partridge, AIA         Architect, RSP Architects
Allen Penniman, AICP        Urban planner/designer, project manager, Sasaki Associates
Brandon Theobald, PE        Engineer, RSP WHKS
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- master plan vision and principles

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- urban design guidelines
- open space framework
- pedestrian framework
- bicycle framework
- transit framework
- vehicular access and parking
- infrastructure
- partnerships

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- land assembly
- phasing

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- active learning classrooms
- open plan office space
- flexible spaces
- circulation spaces
- ground floor uses

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- alternative development scenarios
- MyUMR survey
- site analysis
- university-wide program
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.
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.”1

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.”2

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,”3 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.

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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
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.
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
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
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.
## SITE PROFILE

<table>
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<tr>
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<tr>
<td>Increase in open space</td>
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## DEVELOPMENT SITES

<table>
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<tr>
<th>Site</th>
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<tr>
<td>G</td>
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Total development: 587,000 GSF
Parking capacity: 280 stalls
Increase in open space: 5.1 acres
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.
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.

**URBAN DESIGN GUIDELINES**

**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._
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Total development = 587,000 GSF
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.
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.”

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.

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. Curb, 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.
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.

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.
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)
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.

**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.
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.
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.\(^1\)

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.

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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.
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.
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...
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.

Sources:
University of Minnesota Rochester data and forecasts.
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
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.

*Five acres of hardscape will be reclaimed as pervious surfaces that will attenuate stormwater flow during major storm events and filter out harmful pollutants*
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.¹

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.

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.2

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.

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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”
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
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**

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<td>1.8</td>
</tr>
<tr>
<td>Other privately-held parcels</td>
<td>2.58</td>
</tr>
<tr>
<td>Education District total</td>
<td>9.77</td>
</tr>
</tbody>
</table>
### 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.
<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>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.</td>
</tr>
<tr>
<td>B</td>
<td>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</td>
</tr>
<tr>
<td>C</td>
<td>Complete second section of 1st Avenue pedestrianization while maintaining access to parking and buildings on south end of site</td>
</tr>
</tbody>
</table>
PHASE 2

Phase 2 involves the construction of UMR-2: the University’s second purpose-built facility. UMR-2 is envisioned as a mixed-use 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.
### Project Description

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Complete interior street and vehicular drop-off. Consult with transit providers and local alternative-transportation programs to identify appropriate street design.</td>
</tr>
<tr>
<td>B</td>
<td>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.</td>
</tr>
<tr>
<td>C</td>
<td>Construct mixed-use partnership building containing ground-floor retail and/or food and beverage, with office and flex space above.</td>
</tr>
<tr>
<td>D</td>
<td>Complete the third and final section of 1st Avenue pedestrianization.</td>
</tr>
<tr>
<td>E</td>
<td>Create temporary open spaces at the YMCA and Condominium sites.</td>
</tr>
</tbody>
</table>
### PHASES 4 + 5

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Construct a mixed-use partnership building for the long-term expansion of the University and partner uses</td>
</tr>
<tr>
<td>B</td>
<td>Construct a partnership building for a to-be-determined program</td>
</tr>
</tbody>
</table>
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

6 existing (partner)

57 existing (UMR)

12 growth (UMR)

76 planned faculty headcount

5 existing (partner)

41 existing (UMR)

30 growth (UMR)
### UMR-1: PLANNED INTERIOR SPACE

<table>
<thead>
<tr>
<th>Program type</th>
<th>Floor Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom</td>
<td>18,500</td>
</tr>
<tr>
<td>Instructional Laboratory</td>
<td>13,000</td>
</tr>
<tr>
<td>Study/gathering</td>
<td>29,000</td>
</tr>
<tr>
<td>Faculty office and support space</td>
<td>10,500</td>
</tr>
<tr>
<td>Staff office and support space</td>
<td>4,500</td>
</tr>
<tr>
<td>Retail/food &amp; beverage</td>
<td>10,000</td>
</tr>
<tr>
<td>Net assignable square footage</td>
<td>85,500</td>
</tr>
<tr>
<td>Gross square footage</td>
<td>120,000</td>
</tr>
</tbody>
</table>
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.

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.

Approximately 85,500 net assignable square feet of new space will be necessary to accommodate UMR’s planned enrollment growth.
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.
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 CLASSROOMS
Seventy percent of American office workers work in open plan office space.¹ 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
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.
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.
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.
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.
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

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

Observation: interior design, not access to Mayo, is most valued campus quality
MyUMR Survey
Preferred housing type

- Apartment or condominium located downtown
- Detached house in a downtown-adjacent neighborhood
- Detached house in an outlying neighborhood
- Any housing type in Minneapolis

All respondents
1 = most preferred

Observation: strong desire for urban living
MyUMR Survey
Dining and socializing preferences

Observation: strong inclination toward domestic life

MyUMR Survey
Mobility Preferences

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/1st Ave/3rd St blocks are also integral.

Implication:
Seems to be appetite for after hours urban amenities.

MyUMR Survey
Primary Pedestrian Routes

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

1st Ave, W Center St, 2nd St SW, and 4th 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.

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

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.
- 6th Street is a major east-west vehicular route to the education district, with a potential future extension to the east, across the Zumbro River.
- 1st 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.
- 6th Street and 1st Avenue will be major access streets for the 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

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 2nd Avenue SW and 6th Street SW, have the potential to help future community campus users commute to the campus.
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
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 6th 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

- U is linked to surrounding community – have an interest in development and amenities
- U plays an important role, but not the only role
- City of Rochester is a key partner
- Mix of housing types is key to neighborhood livability
- U will proactively establish partnerships
- 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

- Active Learning Classroom: 22%
- Retail, food & beverage: 12%
- Study and Informal Gathering: 27%
- Faculty and Staff Office and Support: 12%
- Welcome Atrium: 7%
- Instructional Laboratory: 15%
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
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.
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (to be) Received</th>
<th>Amount (to be) Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>$120,000,000</td>
<td>(plus interest)</td>
</tr>
<tr>
<td>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</td>
<td>$40,000,000</td>
<td>(plus interest)</td>
</tr>
<tr>
<td>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</td>
<td>$6,125,000</td>
<td>(Estimate for 2014 and 2015)</td>
</tr>
<tr>
<td>Purchase of 78.13 acres at 400 Arboretum Boulevard, Victoria for Landscape Arboretum</td>
<td>$4,312,500</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>Amount (to be) Received</td>
<td>Amount (to be) Paid</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>-------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Purchase of 601-609 1st Avenue SW and 114-6th Street SW, Rochester for Rochester Campus</td>
<td></td>
<td>$1,320,000</td>
</tr>
<tr>
<td>Purchase of 24.17 acres at 11225 Ehlen Road, Aurora, Oregon for Landscape Arboretum</td>
<td></td>
<td>$1.00</td>
</tr>
<tr>
<td><strong>FY14 Real Property Purchases, Sales, Leases and Easements</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Between $250,000 and $1,250,000</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of 18.13 Acres, at Landscape Arboretum, Carver County, to Meridian Land Company</td>
<td>$750,000</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>$731,975</td>
<td></td>
</tr>
<tr>
<td>Agreements for Continuing Medical Education’s 2014 WORLD Symposium, San Diego, California</td>
<td></td>
<td>$662,750</td>
</tr>
<tr>
<td>Agreements for Use of Twin Cities Campus Facilities and Services by Relevant Sports LLC for the 2014 International Challenge Cup Soccer Game, TCF Bank Stadium, 2009 University Avenue SE, Twin Cities-Minneapolis Campus</td>
<td>$566,800</td>
<td></td>
</tr>
<tr>
<td>Agreements for Use of Twin Cities Campus Facilities and Services for 2014 J Robinson Intensive Camps/Clinics</td>
<td></td>
<td>$545,974</td>
</tr>
<tr>
<td>Description</td>
<td>Amount (to be) Received</td>
<td>Amount (to be) Paid</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>-------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Ten-Year Lease to AT&amp;T Wireless for Neutral Host DAS at TCF Bank Stadium, 2009 University Avenue SE, Twin Cities-Minneapolis Campus</td>
<td>$446,250</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>$319,855</td>
<td></td>
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<tr>
<td>Ten-Year Collocation Agreement for AT&amp;T Wireless’ Use of Space in Various Buildings and on Rooftops and University Fiber for Enhancement of Cellular Services, Twin Cities Campus</td>
<td>$318,750</td>
<td></td>
</tr>
<tr>
<td>Amendment to TCF National Bank Lease for ATM Services at Kirby Student Center, 10 University Drive, Duluth Campus</td>
<td>$261,200</td>
<td></td>
</tr>
<tr>
<td>Amendment to Lease for 87 Apartments and Classroom, Office and Student Space at 318-1st Avenue SW, Rochester, to add 1,394 Square Feet for Rochester Campus</td>
<td>$243,000</td>
<td></td>
</tr>
</tbody>
</table>

**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).
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, 801-16th 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. Pfutzenreuter, 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:

Brian Herman, Vice President for Research

Richard H. Pfunzenreuter, III, Vice President and CFO

Pamela Wheelock, Vice President for University Services
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
Austin, MN
This map is intended to be used for planning purposes only and should not be relied upon where a survey is required.