



Robbinsdale Area Schools School Board Meeting Agenda

Monday, April 29, 2013 at 6:30 PM
Work Session with New Hope City Council
City of New Hope, 4401 Xyon Avenue North, New Hope, Minnesota

1. **Call to Order**
2. **Roll Call**
3. **Introductions** 2
4. **Update by city of New Hope on City Center Redevelopment**
 - A. Review past steps and City Center Vision
 - B. Kmart/Wells Fargo acquisition/demolition
 - C. Meetings with key property owners
 - D. Meetings with potential developers/status
 - E. Space needs study for city hall/public safety facility approved by City Council
5. **Review School District's long-term administration/transportation facility needs**
 - A. Current facility needs
 - B. Consideration of space needs study
 - C. Potential benefit/cost-savings for both entities to consider shared use facility
6. **Future Steps/Meetings**
7. **Other Business**
8. **Adjournment**



**NEW HOPE
CITY COUNCIL WORK SESSION
WITH ROBBINSDALE SCHOOL BOARD**

New Hope City Hall, P&R Conference Room
4401 Xylon Avenue North

Monday, April 29, 2013
6:00 p.m. – light dinner
6:30 p.m. meeting

- 1. Call to Order**
- 2. Roll Call**
- 3. Introductions**
- 4. Update by city of New Hope on City Center redevelopment**
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- 6. Future Steps/Meetings**
- 7. Other Business**
- 8. Adjournment**

Attachments: City Center Vision
Redevelopment Steps
Excerpts of Space Needs Assessment

New Hope City Center Vision



City of New Hope Minnesota
Adopted on June 13, 2011

TKDA

ENGINEERING • ARCHITECTURE • PLANNING

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Acknowledgements

The contributions of the following to the Task Force are **acknowledged** and appreciated:

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- John Elder
- Andy Hoffe
- Eric Lammler
- Daniel Stauner

New Hope Planning Commission

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- Roger Landy
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- Eric Weiss, Community Development
- Shari French, Parks and Recreation
- Guy Johnson, Public Works
- Sherri Buss, TKDA
- Gretchen Nicholls, Twin Cities LISC /CDI



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Section 1.0

Renewing the Heart of New Hope | Growing our Community

Executive Summary New Hope Vision

This report presents the city of New Hope's vision and recommendations for the redevelopment of its City Center area. The recommendations will be incorporated into the city's Comprehensive Plan, and will be used to guide city policy and redevelopment efforts.

The City Council and Planning Commission led the development of the vision, supported by staff, consultants, and contributors from the public and private sector. The vision was presented to local businesses and residents at several meetings, and their comments are included in this report.

The report also includes a discussion of the next steps the city will take to begin to make the vision a reality.



Section 1.0 Executive Summary

The city will take the lead in implementing the vision to redevelop the City Center, and will partner with the business community, residents and others to foster and shape redevelopment of the area.

Key elements of the vision include the following:

- » Build on the area's assets.
- » Create a vibrant destination that attracts residents and visitors.
- » Include diverse uses that support each other—housing, offices, commercial uses and public spaces.
- » Include housing that provides lifecycle options and supports businesses and services.
- » Improve connections and facilities for drivers, pedestrians, bicyclists and transit-users.
- » Develop great public and private spaces that encourage people to come, to linger and to have fun.



Example of outdoor cafes

The City Council and Planning Commission understand that this is a long-term vision, and that redevelopment will take significant time and resources. Discussions with other communities in the metro area that have successfully developed similar areas indicated that a strong vision and commitment are needed to communicate with residents, businesses and potential developers, and to guide redevelopment for the long-term.

“ The city recognizes that the New Hope City Center is the heart of the community. ”

The health of City Center is important to the health and prosperity of all businesses and residents in the community, and to its economy. The city is committed to the vision for City Center, and adopted this report and its recommendations on June 13, 2011.



Section 2.0

Renewing the Heart of New Hope | Growing our Community

City Center Vision Background & Process

City Center is located around the intersection of 42nd and Winnetka avenues in New Hope. The boundaries of the area for the purpose of this study are Boone Avenue on the west, Quebec Avenue on the east, 45th Avenue on the north, and 40th Avenue on the south. The area currently includes the city's municipal center, Civic Center Park, commercial and residential land uses, school district administrative offices and bus garage, and the 42nd Avenue corridor.

~ The City Center area is identified in Section 1 Figure 1.

The City Center Study began in early 2010, with funding from Hennepin County. The study goal was to identify opportunities to shape redevelopment in the City Center area to include multi-modal transportation options such as transit facilities and improvements for pedestrians and bicyclists. As the study moved forward, the City Council recognized a need to develop a comprehensive vision for the redevelopment of City Center that included the transportation goals and other significant elements that will shape redevelopment of the area.



Section 1.0 City Center Map

Renewing the Heart of New Hope | Growing our Community

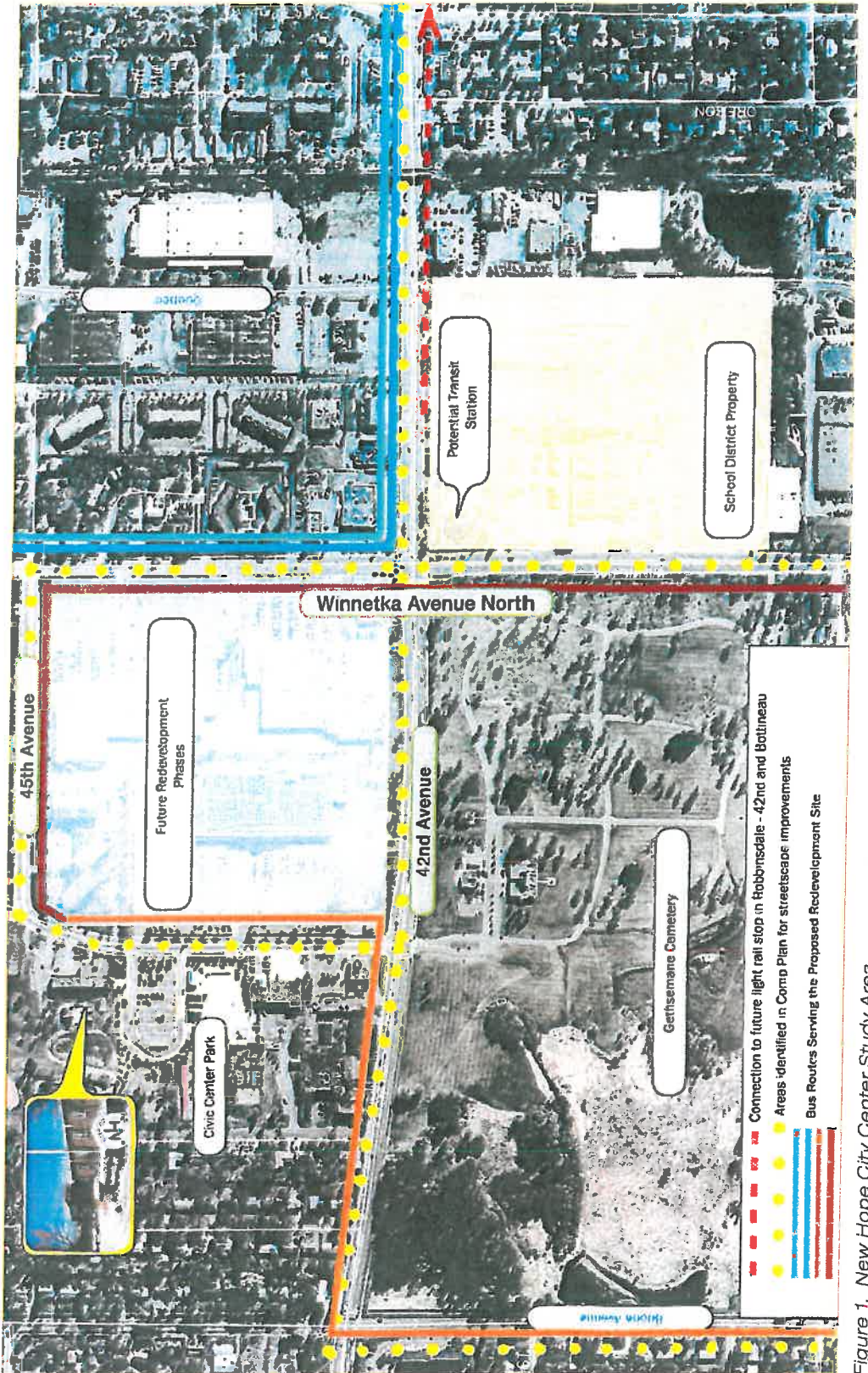


Figure 1. New Hope City Center Study Area

Section 2.0

City Center Vision Background and Process

A first step in the City Center study included review of the past studies and master plans completed for the City Center area in 1998, 2003, 2004, and 2005. The City Council noted that none of these studies were adopted by the city as the plan for redevelopment of the City Center area. The market situation in the area and the tools available to the city for redevelopment have changed significantly since the earlier studies were completed. While some of the principles and ideas from these studies are still useful, the city concluded that it needed a fresh vision for the area.



Businesses located in the City Center area

Early steps in the study also developed a consensus of the assets and issues in the City Center area. The area's assets identified by the City Council and Planning Commission included the following:

- » Location—excellent access to employment, housing and opportunities both in Minneapolis and in growing suburbs to the west and north.
- » Transportation connections, including easy access to and from interstates, state highways, county roads and the local street network.
- » Existing successful businesses and organizations in the City Center area.
- » Existing city facilities that help to make the area a hub of activity for residents, including the city government center, Civic Center Park, and community pool.



Section 2.0 City Center Vision Background and Process

Based on these assets, the City Center should serve as the commercial and social heart of the community. Issues and characteristics that currently make it difficult for the area to serve this role include the following:

- » Space in the City Center area is currently under-utilized. The area includes a high proportion of surface parking lots, and some commercial properties are vacant.
- » Connections and circulation are poor for pedestrians, bicycles, cars, and transit users
- » The area does not attract enough shoppers, diners and visitors
- » The area does not generate enough income, jobs or tax dollars
- » The area is not prepared for the future.



Existing conditions in the City Center area

The City Council held a series of joint meetings with the Planning Commission to develop a vision and a set of guiding principles for the redevelopment of City Center that would build on the area's assets and guide the renewal of the heart of the community. The meetings included gathering information from several sources to develop the vision and principles.

The joint meetings included a "Block Exercise" that developed and evaluated several potential scenarios for redevelopment. The results of the Block Exercise are included in Section 3.0 of this report.

Staff and consultants identified other communities in the metro area with characteristics similar to New Hope that have completed redevelopment of similar commercial areas in recent years. They interviewed the city staff and project developers who worked on these projects to identify the elements that contributed to the success of these redevelopment efforts, and sought recommendations to avoid problems or pitfalls. Representatives from those projects presented their thoughts in a panel discussion, supplemented by the information that staff and consultants received from other interviews.



Section 2.0

City Center Vision Background and Process

Following those informational meetings, the Planning Commission and City Council developed the vision and principles for City Center redevelopment, included in Section 4.0 of this report.

Getting Input

The City Council and Planning Commission reviewed the draft vision and principles with a panel including a developer who has worked on multi-use development projects, a municipal finance expert, and staff from a neighboring community that has completed successful redevelopment projects. The panel provided helpful feedback on the draft.

The Council and Planning Commission also presented the draft vision and principles at a meeting with the businesses currently located in City Center, and at two meetings with city residents. The businesses and residents generally supported the vision and principles, and provided additional thoughts and suggestions regarding the City Center vision and principles for redevelopment.

-The meetings and comments received are summarized in Section 5.0.

Implementation

Following the public meetings, the City Council and Planning Commission reviewed the comments received and updated the draft vision and principles. Finally, they developed the implementation plan included in Section 6.0 of this report.



Section 3.0 CDI Block Exercise

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Corridor Development Initiative Block Exercise

New Hope's City Council and Planning Commission members participated in a Corridor Development Initiative (CDI) Block Exercise activity to test the feasibility of development ideas for the City Center area. The Block Exercise is a hands-on educational workshop developed by CDI and coordinated by the Twin Cities Local Initiatives Support Corporation (LISC). Participants in the Block Exercise develop their own housing, commercial or mixed-use development schemes using blocks that represent buildings and are scaled to large base maps depicting the project area. The exercise was facilitated by a team of design and development staff from LISC/CDI's technical team.



Section 3.0 **CDI Block Exercise**

Planning Commission and Council members participating in the exercise developed several options for redevelopment in the City Center area, including new housing, retail, office and commercial uses and new open space areas. The LISC/CDI team completed quick feasibility analyses of the options developed, and provided immediate feedback on the potential financial feasibility of each option. The exercise helped Council and Planning Commission members to learn about cost factors and other considerations that developers must address when putting together a development proposal for a site. It also helped the members to test various combinations of land uses, and understand how they might fit the City Center site.



New Hope residents participating in the CDI Block Exercises

As part of the exercise, the groups identified their goals and concerns related to redevelopment. Their thoughts are summarized in the tables on the next page. These ideas and concerns are also reflected in the vision and principles developed in subsequent meetings.



Section 3.0 CDI Block Exercise

“What are your concerns about redevelopment?”

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> ▪ Quality - High architectural standards ▪ Strong draw ▪ Incentives to come ▪ Diversity ▪ Timing ▪ Surrounding communities – competition ▪ Putting all eggs in one basket ▪ Reduction in rental property 	<ul style="list-style-type: none"> ▪ Taxes ▪ Viable? ▪ Stormwater / uses ▪ Critical mass / traffic ▪ More people ▪ Underutilization (empty buildings) 	<ul style="list-style-type: none"> ▪ Deviate plans ▪ Too costly ▪ Equitable to all involved ▪ Relocation involvement and cooperation ▪ Maintainable ▪ Connectivity ▪ Losing small town feeling

“What do we want to achieve through redevelopment?”

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> ▪ Residential density ▪ Quality of retail stores ▪ Multi-generational uses ▪ Accessibility of transportation ▪ Professional office space ▪ Commercial / warehouse ▪ Hotels ▪ Niche developments ▪ Become more business friendly 	<ul style="list-style-type: none"> ▪ Improve tax base ▪ Environmentally sustainable ▪ Focal point ▪ Zing ▪ Improve image of New Hope ▪ Become a destination for City Center ▪ Connect to City Hall and parks ▪ Community center ▪ Attract younger families ▪ Owner occupied residential 	<ul style="list-style-type: none"> ▪ Cohesive community ▪ Grocery store ▪ Sense of community pride ▪ Green space ▪ Restaurants ▪ Medical facilities ▪ Pedestrian friendly ▪ Viable new businesses ▪ Improved School District Administration building ▪ Traffic generator ▪ Increase tax base ▪ Cohesive design / improved aesthetics ▪ Mixed use ▪ Family friendly – activities, “children” friendly (18 and under), senior friendly ▪ Safety ▪ Community center / gathering or go-to place ▪ Vibrant



Section 4.0

Renewing the Heart of New Hope | Growing our Community

City Center Vision Guiding Principles

This section discusses the city's rationale for the vision statement for the future of City Center, and presents the guiding principles for the design and redevelopment of the area adopted by the City Council and Planning Commission.

Why Develop a Vision Statement for City Center?

A vision statement defines the desired or intended future state of a place or organization. The vision is a long-term view, describing how the organization would like all or part of its world to be.

The vision statement for City Center expresses New Hope's goals for redevelopment of the area and how the area should look and function for residents, businesses and visitors. This statement will be a key communication tool that the city will use to inform developers, businesses, and residents about its goals for the redevelopment of the area.



Section 4.0 City Center Vision & Guiding Principles



The principles associated with the vision provide greater detail that will guide the redevelopment of City Center to implement the vision, including future land uses, zoning, infrastructure, and site design.

-The number sequence in the Principles, Ideas and Themes sections below does not indicate the priority of the items in each section.

“New Hope’s City Center is the heart of the community.”

The redevelopment of City Center will strengthen this role. City Center will be a vibrant year-round destination that includes retail, commercial, and residential uses. The government center and parks and recreation areas will reflect the active, prosperous and friendly character of New Hope.

New Hope’s government center and Civic Center Park will anchor City Center on the west. The commercial core around 42nd and Winnetka avenues will include a diverse mix of commercial uses, offices and restaurants that will serve city residents and neighbors in surrounding communities. A mix of housing types and neighborhoods within and surrounding City Center will be home to residents of all ages who enjoy easy access to shopping and services.

The area will be connected by attractive sidewalks, trails, streets, transit and public parks and plazas. It will be the hub of the city’s trail and transportation systems. Wide sidewalks will offer places for casual dining and coffee with friends. Plazas and green spaces will feature community events. The city’s farmers market, trails, parks and recreation facilities will keep residents moving and living an active lifestyle. The year-round family-, business- and resident-friendly connections and activities will be a signature element of the City Center, and make it the premiere destination in New Hope for dining, shopping, entertainment, regular exercise or a leisurely stroll.

The city, businesses and residents will partner to create and sustain the center and its connections to the community. City Center will showcase the city’s new hope that keeps the community exciting, growing, and evolving.



Section 4.0

City Center Vision & Guiding Principles



A walkable community

Renewing the Heart of New Hope | Growing our Community

Principles and Supporting Themes for the Vision:

1. City Center should function and look like the heart of the community. It should be the focus of civic, business and cultural activity and the city's transportation network. The mix of uses and form of development should have a "downtown" character.
2. The area should express the identity and character of the city: friendly, welcoming, positive, diverse and active; business- and resident-friendly; a good place for people of all ages.
3. City Center redevelopment should be compact, efficient, and economically and environmentally sustainable. The design should be transit-oriented. The layout of City Center should emphasize efficient use of land through management of density, the locations and types of uses and efficient movement and parking.
4. The design of the streetscape, buildings, signs, gathering spaces and public spaces should work together to reinforce a strong, cohesive identity.
 - a. Well-planned, multi-modal connections will be critical to the success of City Center. These connections should include connections among neighborhoods, between neighborhoods and businesses and among the variety of uses within City Center. The center should include and connect facilities for pedestrians, bikes, vehicles and transit. Pedestrian and street lighting, signs and streetscape elements will make these facilities safe and comfortable.
 - b. Design standards for the area will require high quality, sustainable, and durable building and infrastructure materials.
 - c. City Center landscape will be a signature element of the area, with a look that links the community to the ecology of the area and is unique to New Hope. The area should include ample green spaces and generous landscaping that are attractive throughout the year.

Redevelopment of City Center should capitalize on its key assets:

1. City facilities — City Hall, Milton C. Honsey Community Pool and Civic Center Park and local trails — and private recreational facilities such as Life Time Fitness.
2. Central location with easy access to Minneapolis and to communities in the western metro area.
3. Successful businesses and organizations.

Redevelopment should allow for change and renewal that will keep the City Center attractive for future generations, new residents, and new businesses as well as foster healthy growth.



Section 4.0 City Center Vision & Guiding Principles



Potential City Center trail connections

Renewing the Heart of New Hope | Growing our Community

Transportation | Our Vision of the Future

New Hope's transportation network and location in the Twin Cities metropolitan region will continue to play a vital role in the health and economic strength of the city. New Hope is located on key regional transportation routes, midway between economic centers in Minneapolis and its growing northwestern suburbs. The city will continue to be a significant employment center, as well as home to many residents who commute to other cities. The city's transportation network will serve a variety of modes including cars, trucks, pedestrians, bicyclists, transit, emergency vehicles and rail transportation.

The city will work to increase transportation choices, and create a multi-modal transportation network that is efficient, safe, sustainable and comfortable for all. City Center will be the hub of the city's transportation network, with roadway, transit and trail connections to local neighborhoods, the Bottineau transit line and other regional facilities. The local transportation system will help residents, employees and business users get to their destinations quickly, while also allowing those same users to take a relaxed stroll with friends and family.



Northeast corner of 42nd & Winnetka



Roundabout in Richfield, Minnesota

Principles and Supporting Themes and Ideas

1. City Center will include and emphasize a successful and interconnected multi-modal transportation network that meets the needs of residents, employees and businesses. The network should include good connections to and from surrounding communities, including transit, bicycle and pedestrian connections.
2. The City Center design will be based on Complete Streets* principles, and a balance among transportation users.



Section 4.0 City Center Vision & Guiding Principles

3. Winnetka and 42nd avenues will continue to be major thoroughfares in the city and will be important to the efficient circulation of transportation users. They will also be important gateways to the community and City Center. Efforts should be made to improve the mobility and safety of these corridors, and make them attractive. Gateway areas and landscaped medians should identify City Center and showcase the character of City Center and New Hope.
4. City Center will include the city's main connection to the Bottineau transit line along 42nd Avenue.
5. The city will work closely with property owners, Hennepin County, Three Rivers Park District and Mn/DOT in constructing, maintaining and reconstructing roads, transit facilities and trails.
6. The City Center design will provide pedestrian and bicycle connections within the city center area. The design will include streetscapes and amenities to attract pedestrians and bicyclists to the area and provide a pleasant and safe experience. The design elements will include way-finding signage to support businesses and public facilities. The trails in City Center will connect with the city-wide and regional trail systems, such as the proposed trails on 32nd Avenue.
7. City Center will include wide sidewalks, plazas and parks that provide space for gatherings, socializing, and a safe and comfortable separation from traffic.



Potential streetscape improvements

**Complete Streets is an approach to transportation system planning that emphasizes the development and operation of facilities to enable safe access for all users, including pedestrians, bicyclists, motorists and bus riders of all ages and abilities. The design should enable all users to move along and across the street safely.*



Section 4.0 City Center Vision & Guiding Principles



Barrier, New Hope

Public & Community Gathering Spaces Our Vision for the Future

City Center will be the cultural and community center of New Hope. It should be engaging, active, lively and fun. Residents and visitors will meet at City Center for celebrations, activities, theater, events and concerts. The public spaces at City Center will support a wide variety of gatherings, from impromptu meetings for coffee, taking a stroll, and people watching, to farmer's markets and community-wide celebrations.



Pioneer Square, Portland, OR



Farmers Market, New Hope, MN

Principles, Supporting Themes and Ideas

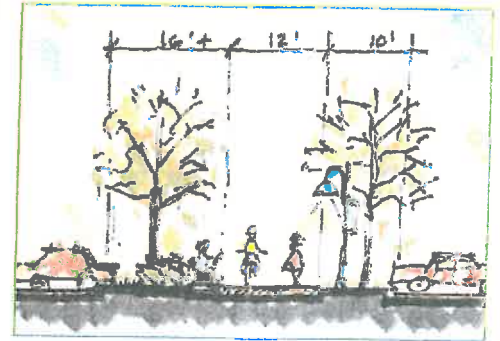
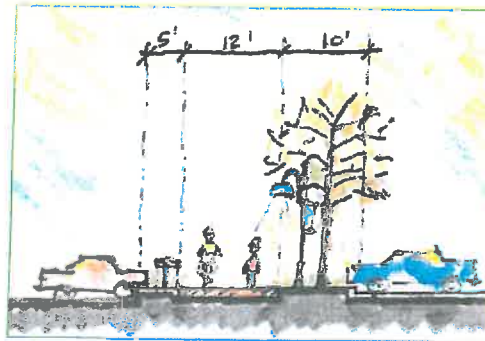
1. The City Center design will include significant meeting, gathering and public spaces that attract city and area residents to shop, recreate, dine and relax.
2. Public spaces at City Center will be linked to City Hall and Civic Center Park.
3. The boulevard connections within City Center will be designed so that they could serve as event spaces, gateways and access points to public spaces.
4. The public spaces and gathering spaces will support retail, restaurant, service and other businesses, and be linked to housing and adjacent neighborhoods.
5. Some of the pedestrian and bike trails and public spaces should be maintained for year-round use and all should be ADA accessible.
6. Pedestrian-scale and street lighting should extend use into the evenings, improve safety, and contribute to the energy and attractiveness of the City Center.
7. Some additional resources will be needed to maintain streetscapes and public spaces and year-round use of these facilities. This could be accomplished through establishing and funding a business improvement district.

Renewing the Heart of New Hope | Growing our Community



Section 4.0 City Center Vision & Guiding Principles

8. City Center should include space for the New Hope Community Farmers Market and space that can accommodate public festivals and events.
9. The city will analyze potential development of a community center near the government center or in combination with a private fitness center. The community center could be developed as a public/private partnership.
10. Public spaces should include interpretive information about the history of New Hope and the City Center area.
11. The city will work with businesses and organizations in the City Center area to identify staff and resources needed to provide programming in public spaces.



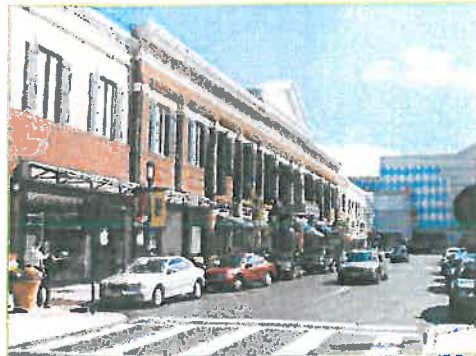
Potential trail alternatives

Section 4.0 City Center Vision & Guiding Principles

Businesses | Our Vision for the Future

City Center will be the hub of commercial activity in New Hope. It will serve the community by offering a unique mix of retail, commercial, service, food, office and recreational needs. The business community will continue to be a strong component of the city and will play an active role in the community.

A redeveloped City Center will offer a greater mix of opportunities for the people of New Hope and surrounding communities to work, shop, dine and play. The revitalized City Center will be a place where people of all types come to do business and meet with their neighbors in coffee shops, restaurants, stores and offices. New businesses will help to anchor the commercial areas and bring new traffic to the city. City Center will be the hub of a thriving business community with strong links to the business and commercial centers along the 42nd Avenue corridor.



A vibrant commercial district



Life Time Fitness parking lot

Principles, Supporting Themes and Ideas

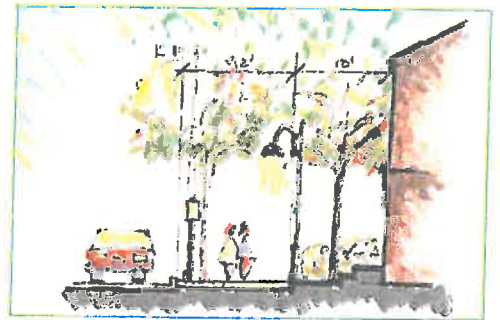
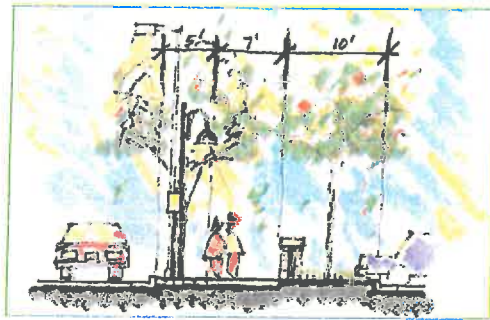
1. City Center's diverse commercial, office and retail businesses will serve residents of the city and neighboring communities. The uses should attract and retain a diverse population from New Hope and the surrounding area.
2. The city will seek the support and input of the business community to attract and support new businesses and uses in City Center. Redevelopment will include retaining and supporting healthy businesses and organizations.
3. The commercial area should be diverse, and may include a major health club, signature restaurant, other restaurants and coffee shops, grocery store, banks, professional offices, and a blend of retail shops and services in close proximity and connected to each other.

Renewing the Heart of New Hope | Growing our Community



Section 4.0 City Center Vision & Guiding Principles

- 4. The development of additional office uses in City Center is important to support retail businesses, services and restaurants.
- 5. The commercial spaces should be diverse and adaptable to the needs of the community over the long term. The city may consider a variety of land uses that offer employment opportunities including office and retail businesses.
- 6. Commercial uses should be positioned close to the streets and sidewalks, and easily visible and accessible to anyone driving, biking, busing or walking through the area.
- 7. Traffic patterns, amenities and public spaces in the commercial area should support the businesses and create a sense of energy, community and vitality.
- 8. The city should adopt sign standards that support business success, and contribute positively to the identity and aesthetics of the area.
- 9. Commercial areas should be inviting and friendly. They will include generous landscaping, lighting, pedestrian-oriented architecture, way-finding signage, windows with open views and street furniture.
- 10. City Center should be supported by a well-organized Business Association. The Association should work closely with the city on redevelopment, maintenance, marketing and promotion efforts.



Potential pedestrian connections



Section 4.0 City Center Vision & Guiding Principles



Mixed use development

Housing | Vision for the Future

New Hope's healthy residential neighborhoods will continue to be one of the city's greatest assets. The redevelopment of City Center will add diversity and new neighborhoods to the community and provide an exciting destination for residents of existing neighborhoods.

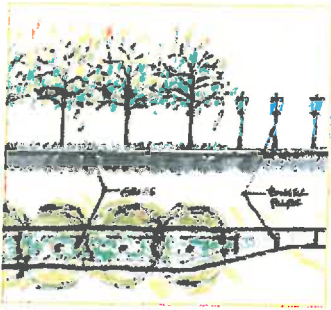
City Center will provide a mix of housing units that cater to needs throughout the lifecycle, including young families and professionals, empty nesters and families looking for "move up" housing. The higher-density housing options in City Center will include new housing types for the community, such as higher-end condominiums and rental units, and mixed-use residential/commercial buildings. Housing, commercial and office uses and multi-modal transportation options will support each other and be part of the new identity of City Center.

Principles, Supporting Themes and Ideas

1. The City Center area will include a mix of residential units that meet needs throughout the lifecycle and have a unique identity within New Hope.
2. The residential mix should be dominated by market-rate and lifecycle alternatives, and should include condominiums, townhomes and apartments. Apartment units should include those with rent at and above market rate to add diversity to the local rental market. Buildings may include mixed residential and commercial uses.
3. Residential uses will have easy access to walking, biking and transit connections. Transit options should include connections to employment centers in Minneapolis, western and northwestern suburbs.
4. City Center will include excellent, year-round connections between residential uses and commercial areas. Commercial areas and residential uses should support each other. Connections should be developed before or at the same time as development/redevelopment of housing and adjacent uses.
5. Residential areas will be linked to the gathering spaces and existing green spaces in the City Center area.
6. New residential areas will be integrated and connected with surrounding neighborhoods.
7. Neighborhoods will be socially connected through strong civic organizations, neighborhood watch groups, churches, schools, social organizations and clubs and impromptu community events.



Section 4.0 City Center Vision & Guiding Principles



Potential streetscape designs

Environment | Our Vision for the Future

The health of the local and regional environment will continue to be important to the city of New Hope. City Center will provide an opportunity to implement the city's goals to enhance sustainability and the natural environment.



The design of City Center will encourage walking, biking, and the use of transit. The buildings in City Center will be designed or retrofitted to reduce the use of energy and utilize sustainable materials. The Center's landscape will be a signature element that is attractive and enhances the natural environment.

Principles, Supporting Themes and Ideas

1. The city will require the use of sustainable design principles in City Center design and redevelopment. Design of the area will include the following:
 - a. Emphasize walking, biking and transit, as well as connections to the city's trail system.
 - b. Provide ample biking facilities and amenities, such as bike racks and lockers throughout City Center.
 - c. Incorporate ample landscaping that is a signature element of City Center. The landscape design should contribute to the unique character of the Center, express or interpret the local ecosystem and celebrate all four seasons.
 - d. Provide incentives for buildings, parking and other facilities that meet Minnesota Energy Star Program standards, the International Green Construction Code, the National Green Building Standards, LEED Standards, or similar standards for sustainability.
 - e. Encourage re-use and recycling of materials during construction, use of recycled materials in construction and provide recycling facilities post-construction.
 - f. Design parking to encourage shared parking, transit, walking and biking, maximize utilization of space, and minimize atmospheric warming.
 - g. Emphasize storm water treatment and retention that use low-impact design and current best management practices.
 - h. Revise zoning regulations and design guidelines to incorporate sustainable design principles and standards.



Section 4.0 City Center Vision & Guiding Principles



Outdoor Theatre, New Hope

Finances | Our Vision for the Future

The future financial health and vibrancy of City Center are important to the financial health of the city of New Hope as a whole. The redevelopment of City Center should contribute to the growth and diversity of the city's tax base.

The city will take a lead role in the redevelopment of City Center, and will seek partnerships with others in the public and private sectors to identify and focus the resources needed for redevelopment. The city is committed to using all available tools to secure funds, pursuing partnerships and implementing cost-effective financing programs to implement the vision and goals for redevelopment.

Principles, Supporting Themes and Ideas

1. The city will be a leader and an active participant in the redevelopment of City Center. The city will work in partnership with businesses, developers, investors, and other stakeholders to promote redevelopment.
2. Redevelopment will be financially feasible, improve the tax base of the community and contribute to its economic health for the near- and long-term.
3. The city will consider all available financial tools and creative approaches to support City Center redevelopment, while balancing public and private interests.
4. The city will consider reasonable shared risk with private developers if the project is supported by the city's business assistance policy.
5. Financial planning and tools will address long-term maintenance of public facilities and streetscapes.
6. The city will identify specific redevelopment areas within City Center and the relationship of each area to the vision and goals for redevelopment. The city will define a redevelopment strategy for each site, including building and site value assessments, the city's role in redevelopment, financing strategy, acquisition, relocation and marketing strategy for each site.
7. When the market is favorable, the city will solicit development proposals for each redevelopment area.
8. The city will work with developers and stakeholders to identify key redevelopment parcels and its strategy for assembling and controlling individual parcels as part of the redevelopment plan.



Section 4.0 City Center Vision & Guiding Principles



City Hall, New Hope

Government | Our Vision for the Future

The city government will play an important role in the redevelopment of City Center by adopting and promoting the vision for the future and utilizing its resources, knowledge, funding sources and regulatory powers to achieve the vision. The city will have diverse roles including communication, marketing, promotion, financing, developing regulations and standards, designing and building infrastructure, and managing and organizing redevelopment activities.

The city will take the lead role in the redevelopment of City Center to rejuvenate the area and realize its vision for the future. The city will use a variety of financial, communication and regulatory tools to guide and support redevelopment, and develop public/private partnerships that will maximize involvement and resources. Elected and appointed city officials will champion the vision and work closely with citizens and property owners to move forward through consensus and positive action.

Principles, Supporting Themes and Ideas

1. The city of New Hope is committed to the redevelopment of City Center as the focus of civic, business and cultural activity in the community. The city will utilize a variety of methods to communicate its vision for the future of City Center to residents, businesses, potential developers and other partners.
2. The city will actively involve businesses, residents and other government organizations in the City Center design and redevelopment process.
3. The city will work with businesses to identify key parcels for redevelopment, and may use its resources to acquire key properties when needed.
4. The city will use its resources to develop the infrastructure that will support redevelopment and the vision for the Center.
5. The city will revise the Zoning Map and City Code and amend the Comprehensive Plan as needed to support its vision for redevelopment of City Center.
6. The city will develop promotional materials to communicate its vision and goals, and attract involvement and investment in redevelopment.
7. The City Council should serve as the key advisory group for the redevelopment process, and see that redevelopment occurs according to the vision and goals for the area. The Council will regularly inform and utilize the expertise and knowledge of its advisory committees to study issues, draft policy and make important recommendations to the City Council. Committees and commissions may be created as needed to address redevelopment issues.

Renewing the Heart of New Hope | Growing our Community



Section 5.0

Renewing the Heart of New Hope | Growing our Community

Public Comments Open House Meetings

The City Council and Planning Commission sponsored a meeting with City Center businesses on January 12, 2011. The meeting included a presentation of the draft vision and principles for the redevelopment of City Center, and time for the business community to provide comments and identify issues or concerns related to the vision and principles.

The City Council and Planning Commission also sponsored two neighborhood open house meetings to discuss the draft vision and gather residents comments. The city will use the comments from these meetings to shape its plans for the redevelopment of City Center. The City Council values the input of city residents and businesses and will continue to seek public input throughout the planning and redevelopment process.



Section 5.0 Public Comments

The business comments were generally supportive of the vision and guiding principles, and provided additional ideas for redevelopment of City Center as outlined in this section:

- » The city needs to attract younger people, and provide opportunities for housing turnover to new generations. New housing, employment, and business opportunities in City Center could help to meet this goal.
- » Comments on priorities for redevelopment -
 - Businesses suggested a priority for development of new owner-occupied housing, targeted to a variety of incomes, within and near City Center.
 - New medical clinics or services could help to attract people to the area.
 - A grocery store would be a welcome addition to the City Center area.
 - A dog park would be a welcome addition to the area—this use attracts people of all ages, and can become a social gathering place.
 - The Kmart site should be a high priority for redevelopment. It is unattractive and has a negative impact on the image of the City Center and other properties.
 - The Winnetka Mall/Unique Thrift Store needs a face-lift.
 - The city should seek a good, experienced developer for the project.
- » City Center should be friendlier to pedestrians and bicyclists. The design of pedestrian and bicycle facilities needs to address safety and access issues.
 - Better connections are needed among businesses for all modes—pedestrians, bicycles and cars.
 - A safer crossing at 42nd and Winnetka avenues is needed. A pedestrian ramp over this intersection could be considered.
 - Slower speeds on roadways in the area could improve safety for pedestrians and bicyclists.
- » The vision for redevelopment should emphasize improving the local tax base.
- » Make it possible for small business owners to own their own buildings in City Center.



Section 5.0 Public Comments



Resident Open House—South Area

On February 16, 2011, the City Council and Planning Commission held an open house in the southern portion of the city. The agenda included a presentation of the draft vision and principles, and discussion of the draft with residents. Comments on the draft were generally favorable, and included the following:

» Comments on Transit -

- A transit stop in City Center with a park and ride facility is a priority. Good connections should be developed between the transit stop and businesses in City Center to support business.
- The transit stop should be accessible to existing and new housing in City Center. A location near City Hall might accomplish this.
- Good transit connections are needed to and from the employment opportunities to the west of New Hope as well as to downtown Minneapolis.
- Safety and potential crime should be considerations in designing transit facilities.

» Comments on Retail Uses -

- Demographics will influence the types of retail that may be attracted to City Center
- There are rumors that the owner of the Kmart site may be interested in redevelopment in 2012. This would be a good opportunity to better connect this site with other businesses, such as Life Time Fitness. An indoor connection among key businesses would be desirable.
- Staff should research the reasons that some retail and mixed-use redevelopment projects have failed as well as those that have succeeded. For example, it was suggested that Brookdale Mall failed because it aged and was not maintained.

» Comments on City Center Design Features -

- People are looking for amenities and green spaces, and including these at City Center will attract residents.
- Sidewalk cafes would attract residents.
- The 42nd and Winnetka area is very busy; some traffic calming efforts and the addition of streetscaping and green amenities could improve the area for pedestrians and bicyclists.

Section 5.0 Public Comments

- The large surface parking lots, such as the lots near Unique Thrift Store and Kmart are unattractive. There is a need to review and potentially revise the city's parking lot ordinances and performance standards to encourage better redevelopment.
- City Center needs a distinguishing feature and identity.
- The "downtown" area near Golden Valley City Hall (Golden Valley Road near Winnetka Avenue) is a good example of a successful redevelopment with housing, commercial uses and a government center.

- » New Hope has a high proportion of affordable housing—both ownership and rental housing.
- » More diversity is needed in the housing stock to attract new people and provide a demographic mix that will attract new business.

Resident Open House — North Area

The City Council and Planning Commission held an open house in the northern portion of the city to discuss the draft City Center vision and guiding principles on March 2, 2011. The meeting was well-attended by residents of all ages, and a lively discussion provided extensive feedback and additional ideas for the vision and principles. Support for the vision and principles was strong at this meeting.

Comments on city facilities and infrastructure at City Center included the following -

- The city needs a community center with programs for kids, older residents, and an indoor pool.
- A community center should be in or close to City Center. It should be a place to hold events and classes.
- Consider a public/private partnership with Life Time Fitness to develop a community center.
- The city should be planning for the long-term — possibly a new city hall, library or police department? These could be integrated with a community center and with the plan for City Center.



Section 5.0 Public Comments



» Redevelopment design ideas -

- The area directly east of City Hall (Kmart area) should be the heart of downtown. Break up the “superblock” between Xylon and Winnetka and 42nd and 45th avenues. Create pedestrian-friendly street connections and a park in this area that are connected to City Hall.
- Xylon could become part of a new “main street” for City Center, and connect the busier streets into the interior. Make it pedestrian and bicycle friendly.
- Create an area with a park/town square surrounded by businesses. Does not need to be a “main street”—create something unique to New Hope.
- Make 45th and Winnetka a controlled intersection, and limit driveways along Winnetka.
- Develop ideas for re-use of old gas stations.
- Create a park in the cemetery area.

» Pedestrian and bicycle facilities -

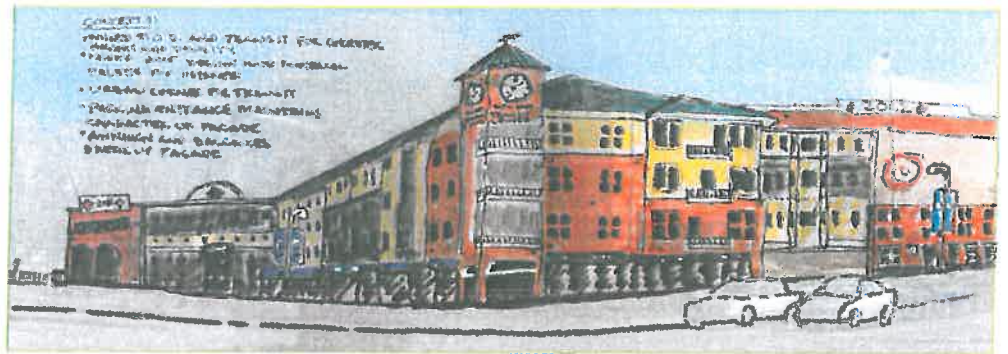
- Develop an indoor mall in City Center for year-round walking.
- Develop an attractive pedestrian bridge over 42nd and Winnetka to serve pedestrians and function as an attractive gateway to the Center.
- People want to be able to walk or bike home after hanging out in City Center or at the park.
- Past plans and studies for City Center have not had enough emphasis on green space and walkability. Those are good elements of this plan.
- Work with Life Time Fitness to add trails around their business.

» Redevelopment phasing and priorities -

- In the short-term, the city could develop a community center in the vacant Big Lots space; put in more attractive plantings around the Center; encourage and allow for more eating outdoors; develop improved aesthetics and events that help to promote the area as the town center.
- Fix up the center islands on 42nd. The city needs to do a better job of maintenance.
- Need to discuss the next steps for redevelopment—will the city consider purchasing some properties?
- Redevelopment of the Kmart site should be a high priority.
- Contact businesses in the Four Seasons mall and try to interest them in relocating to New Hope.

Section 5.0 Public Comments

- » Elements that would attract residents and others to City Center -
 - City Center needs an entertainment component—indoor or outdoor theater, public or private event areas.
 - The area needs more nightlife and places to go after work and on weekends—bars, restaurants, live bands, etc.
 - Events could help to bring younger people into the area (outdoor theater and events cited as examples).
 - Use the existing outdoor theater more often.
 - Add a dog park.
 - Add a popcorn stand at the park.
 - Add a bike shop.
 - Add a grocery store.
 - The city should try to attract a variety of businesses, including lower cost businesses, to attract all residents.
 - Try to add a medical clinic—talk with North Memorial.
 - More outdoor eating areas that have good views and are pedestrian-friendly.



Concept for development of southeast corner of 42nd and Winnetka avenues

- » Partnerships:
 - The city should hold a "land owner summit meeting" in the City Center area to discuss the future of the area with property owners.
 - The future of the school district property is important to the area. The buses and bus garage are not an asset to the downtown—unattractive, noisy and cause pollution.

- » Redevelopment should consider needs to increase tax revenue. Balance "public" elements such as a community center with private elements.
- » Learn from mistakes or problems experienced by other communities working on redevelopment.



Section 6.0

Implementation Goals for New Hope

The city has identified actions that it can take to implement the vision and guiding principles with the redevelopment of City Center. The action items are presented below. Some of these actions can be taken in the near term, and others will occur over a longer time frame. The city can complete some of these items with its own resources and initiative, and others will require partnering with other public or private organizations. Suggested time frames and needs for partnering are noted on the table.



Section 6.0 Implementation

Action Items	Schedule	Resources
Transportation -		
Adopt Complete Streets Policy	2011	
Work with Hennepin County to promote Complete Streets approach in roadway corridors and lobby to position 42nd and Winnetka Avenues to receive CIP funds for Complete Streets improvements	2011 - ongoing	Partner with Hennepin County
Provide bike parking and improved pedestrian connections within City Center	2011	Business and Property Owners
Utilize Hennepin County sidewalk improvement program to improve sidewalks in City Center	2012 - ongoing	Hennepin County Funding
Seek support of local biking and walking groups for support of City Center improvements	2012 - ongoing	Biking and Walking Organizations
Create a streets commission	2012	
Update zoning ordinance and performance standards to address design for Complete Streets improvements. Utilize graphics to clarify design requirements.	2012 - 13	
Develop a City Center Transit Facility and links to the Bottineau light rail facilities	2012 - 20	Metro Transit
Public and Community Gathering Space -		
Identify potential events and activities at City Center and the resources needed to support them, including space, staff, and financing	2011	Other potential event sponsors
Consider a "mobile food" license for City Center	2012	
Revise zoning code and performance standards to include requirements for public and community spaces	2012 - 13	
Begin discussions with businesses and other organizations regarding a potential community center	2012 - 13	Private Partners



Section 6.0 Implementation

Action Items	Schedule	Resources
Business -		
Business retention and recruitment efforts	2011	Business Association
Support business events such as Shop New Hope	2011 - ongoing	Business Association
Support the New Hope Business Networking Group, Twin West, and similar groups	2011 - ongoing	Business Association
Develop a Marketing Plan for city center	2012 - 14	Seek Developer/ Private Participation
Environment -		
Implement tree planting and other "green infrastructure" efforts with street and infrastructure development in City Center	2011 - ongoing	
Develop concepts and plans for a "signature" landscape at City Center	2012 - 14	Private Developers and Bussinesses
Provide density bonuses for development of green space or open space	2012 - 20	Private Developers



Section 6.0 Implementation

Action Items	Schedule	Resources
City and Government Role		
Adopt Vision and Guiding Principles	2011	
Update Website	2011 - ongoing	
Create city Facebook pages to include vision and track progress	2011 - ongoing	
Schedule periodic open houses to discuss goals and progress	2011 - ongoing	
Promote city assets and civic pride	2011 - ongoing	
Consider options to use TIF (Tax Increment Financing) funds for City Center projects	2011 - ongoing	
Analyze and identify priority sites for purchase	2011 - ongoing	
Amend the Comprehensive Plan as needed to incorporate the Vision and Principles for City Center	2011 - 12	Met Council Approval
Update zoning ordinance and performance standards	2011 - 13	
<ul style="list-style-type: none"> ▪ Create special districts or overlay districts that include design standards for public spaces, sidewalks and trails ▪ Include mixed use and/or other districts to incorporate housing and other desired uses in City Center ▪ Maximize use of space and bring businesses close to sidewalks and public spaces ▪ Revise sign ordinance to address vision and principles (may include temporary signs) ▪ Parking regulations 		
Update business subsidy policy	2012	
Select a developer for City Center, when appropriate, after RFP Process	2012 - 20	



Memo

To: Kirk McDonald – City Manager
Curtis Jacobson – Community Development Director

From: Stacie Kvilvang

Date: January 22, 2013

Subject: K-Mart Redevelopment Area – Redevelopment Implementation

Turning ideas into reality is one of the real tests of project management in redevelopment. In order to move a project from broad based concepts to actual implementation takes many steps. Following is a highlight of items that need to be completed, just to move the City forward to the point of selecting a developer:

Determining Developer Interest and Selecting a Developer:

1. Host meetings with qualified developers for the end land uses. This includes rental housing, for sale housing (sr. co-op, town home and single-family), retail/office and grocery stores (many already scheduled).
2. Summarize meetings with developers and discuss with City Council findings regarding potential land uses and interested parties.
3. If several parties from a specific land use are interested in redeveloping within the site, prepare RFQ.
4. Staff review and evaluation of RFQ responses on the basis of financial feasibility, compatibility with approved design concepts and guidelines, developer experience and ability to secure financing.
5. Prepare summary of RFQ responses for City Council review and consideration. Based on results of the evaluation, a preliminary selection may be made of one or more developers. During this preliminary development stage further detailed analysis and or interview of the developers by the City Council may be completed before making final selection of developer(s)
6. Selection of qualified developer(s).
7. Development of more refined site plan(s) is prepared and evaluated through the City's planning approval process.
8. Negotiation of sale of land and any public financing assistance.

Planning:

1. Develop timeline for redevelopment process and implementation
2. Determine phasing options for development of the area
3. Determine availability of SAC/WAC credits for site
4. Determine responsible party(ies) for platting the property
5. Determine grant resources available for redevelopment

Determining Public Improvement Needs:

1. Staff review of public improvements required (roads, utilities, ponding, streetscape, green space)
2. Determine public improvement needs and possible phasing options
3. Develop financing plan for required public improvements

Communication Strategy:

1. Identify audiences to keep informed
2. Develop communication strategy
3. Determine need for outside assistance with implementation (special newsletters, website, etc.)

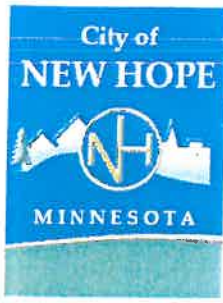
City Hall (if the Council decides a new City Hall is warranted):

1. Complete space needs analysis for new City Hall
2. Set meetings with school district board to determine colocation opportunities
3. Select architect or design/build firm for facility
4. Determine financing structure for new facility

There are many steps within the above outlined items that will need to be completed to make sure redevelopment happens in a timely fashion. In addition, many of these steps will happen on a parallel track to assure the process continually moves forward.

I recommend the development of a master timeline and project management sheet to assure the process moves forward smoothly and continuously. I have found these tools to be very helpful in other mid and large scale redevelopment projects that I have assisted in the past.

Please contact me at 651-697-8506 with any questions.



designers and researchers
for public environments



Municipal Facilities Space Needs Assessment

Request for Proposal

City of New Hope, Minnesota

February 26, 2013

Contact Us

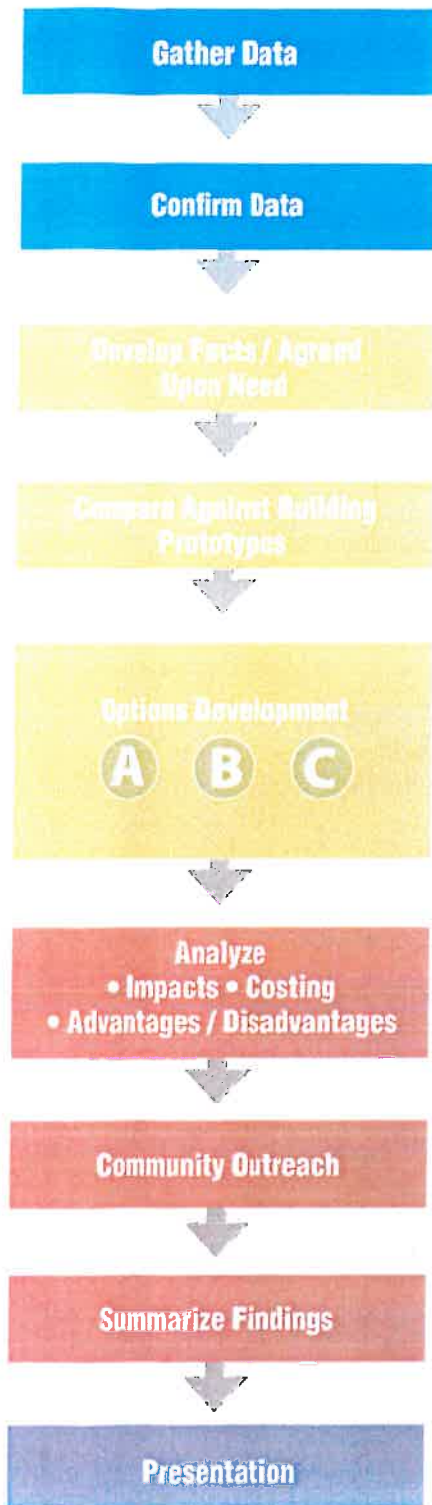
305 Saint Peter Street
St. Paul, MN 55102

tel 651 227 7773
fax 651 223 5646

Joel Dunning // AIA, LEED AP BD+C

Partner-in-Charge
jdunning@woldae.com

Facility Planning Process



Long Range Facility Study: Our Approach

Step 1: Teaming

Begin collaboration discussion with City project leaders regarding expectations, goals, past findings, political issues, etc. to establish clear understanding and open, clear lines of communication.

Step 2: Data Gathering

Assemble pre-existing data on building floor plans, building usage, and utility data. Augment data with site visits and documentation of existing conditions as part of our Facility Analysis process.

Step 3: Confirm Data / Create Facts

Re-check and confirm data, establish baseline facts.

Step 4: Analyze Facts / Agreed Upon Need

Identify trends, facility, financial or political scenarios which will require a facility response. Develop agreement on size and scope of need.

Step 5: Program Development

The finite set of space needs will create the facility response options.

Step 6: Analyze Impacts to Options and Costing

Collaborate with City administration in the analysis of each facility response to related issues:

- » Operational costs
- » Transportation costs
- » Construction costs
- » Neighborhood impact
- » Stakeholder
- » Investments
- » Municipal impact
- » Others

Step 7: Analyze Advantages and Disadvantages

The Wold team and City Leadership collaboration on possible real and perceived advantages and disadvantages to each facility response. Outreach to site-based and/or community with open forum to seek additional advantages/disadvantages input.

Step 8: Summarize Findings

- » Summarize and simplify findings into concise, legible reports to allow for easy understanding of facts.
- » Review with project leader for suitability and context.

Step 9: Multi-level Presentation

- » Prepare presentation material(s) for various report needs including City Council, Administration, Web Site, etc.
- » Interaction with City Council to further gather input and reaction to findings and options

Step 10: Revisions Based Upon Broader Input

Upon further input and confirmation, final report would be drafted to reflect discussions and conclusions. Publish and document final Space Needs Assessment as desired by the City of New Hope.

Our unified planning & design approach ensures input from all stakeholders.

We meet with your stakeholders, on their schedules, to determine needs and desires for each individual space being planned, from room organization and orientation, down to the smallest details, like storage types, electrical outlet placement and door hardware. This input is clearly documented and distributed to all participants, then directly transmitted to the Core Planning Group's review



Step 1: Teaming

Participatory Planning Process for the Space Needs Assessment

The Wold team believes that successful planning efforts are those that include a great deal of interactive participation that engages building users, staff, and the community. Wold has developed a "Participatory Planning Process" which enables this programming effort to come to life.

Each participant's specific needs and objectives must be understood and every attempt must be made to meet those needs and objectives. Wold specializes in facilitating the site-based team process. We understand how to bring groups together, gain consensus and communicate the conclusions.

Core Planning Group

The Core Planning Group would consist of key decision makers who would work to evaluate design options using criteria established by the group, prior to recommendation to the City Council for approval.

Among the issues that the Core Planning Group will decide when presented recommendations by the Wold Team:

Guidelines for A Successful Participatory Planning Process:

- » Core Planning Group requests information from input givers. Input givers' role is for input, not consensus decision.
- » The more efficient the Core Planning Group, the faster the project can develop.

Step 2: Existing Facility Analysis

Wold staff can investigate your current facilities physical conditions and deficiencies. From this information we will determine issues and develop solutions that improve conditions and eliminate deficiencies. We do this by spending time in your buildings, visiting with the “users” of the facilities and identifying needs and issues. These needs and issues are prioritized, with your input, costs are assigned and all information is analyzed. The findings are then compiled into a user-friendly tool on which New Hope can rely to develop long-range goals.

Our Facilities Assessment explores conditions and deficiencies in twelve important areas:

SITE	The site and its surroundings including parking areas
EXTERIOR	The exterior envelope, roof, windows, walls, coping and doors
INTERIOR	The condition of the interior spaces, components and finishes
ACCESSIBILITY	Analyze and Addresses the overall handicapped accessibility conformance of the facility (ADA Compliance)
LIFE SAFETY	Explains life safety and code deficiencies as discovered during field observation
HAZARDOUS MATERIALS	Including the City's records of environmental assessments concerning asbestos materials, lead present and any water issues
MECHANICAL SYSTEMS	The existing mechanical systems/components and their known and discovered deficiencies
ELECTRICAL SYSTEMS	The existing electrical systems/components and their known and discovered deficiencies
STRUCTURAL SYSTEMS	The load-bearing masonry, concrete and steel components and their known and discovered deficiencies
PROGRAM	Meet with building representatives to understand space and relationship deficiencies relative to current curriculum delivery and ideal settings
EXPANDABILITY	Addresses the factors involved in any increase in building size or modification of the facilities.
TECHNOLOGY	Documents the existing non-direct technology systems and components and their known deficiencies

Detailed Facility Analysis Work Plan

Wold's understanding and knowledge of your facilities brings added value to your process. We can hit the ground running! Wold will help you achieve your Facilities Assessment goals through the following steps:

STEP 1 - Establish Format, Protocols & Applicable Standards

- » Develop "user-friendly" format to suit City needs
- » Identify City base-line assumptions and minimum City standards
- » Identify all City personnel whose input is required or desired
- » Identify applicable Building Codes and Standards per jurisdiction as required
- » Develop list of City baseline standards as they pertain to program modifications

STEP 2 - Preliminary Interviews

- » Identify all City personnel whose input is required or desired
- » Interview all required City staff by Wold in-house Architectural, Mechanical, Electrical Interior Design staff to identify any known user issues
- » Obtain all existing facility construction documents
- » Obtain information relating to existing materials, warranties, equipment age, maintenance plans and schedules
- » Obtain asbestos reports, roofing reports, test & balance reports, etc. for incorporation into assessment
- » Review any current plans for renovation(s)/ addition(s)
- » Review all existing studies.

STEP 3 - Field Investigations & Identify Issues

- » Tour all facilities by Wold Architectural, Mechanical and Electrical staff to identify all deficiencies of all systems from structural through mechanical & electrical
- » Review identified issues as required with maintenance staff to develop complete

understanding of issues

- » Schedule and coordinate any required testing (e.g. air quality, asbestos, mechanical testing and balancing).

STEP 4 - Analyze Issues & Solutions

- » Review existing construction documents to develop how & why understanding of identified issues
- » Coordinate as required with in-house architectural, mechanical and electrical staff to fully understand issues
- » Estimate costs to alleviate/repair/replace as required
- » Incorporate existing study information and costs to provide a complete analysis.

STEP 5 - Establish Priorities

- » Work with the City to establish priorities and criteria for establishing priority levels
- » Identify any particular areas of concern (high priority items)
- » Review estimated costs and identify cost effective solutions.

STEP 6 - Complete Preliminary Draft Document

- » Incorporate comments and priorities
- » Revisit any identified issues as needed
- » Provide review period as needed for thorough review by all individual user entities.

STEP 7 - Fine-Tune Report & Produce Final Documents

- » Complete documents are per City approval. Incorporate all issues identified by Wold and/or City staff, and estimate required City expenditures in a prioritized manner.



Wold's estimating reputation relies upon accurate cost estimation and proactive budget management. Our successful strategies and methodologies approach budget management as an ongoing task.

We know that the first 20% of the decisions made affect 80% of overall cost. With public funding involved, we understand the importance of quality estimating from the beginning of the planning and programming phase in assuring cost control and project success during the design and construction phases.

Step 6: Cost

Planning Impact on Costs

We know that early planning for City facilities sets the framework for future costs. Eighty percent of the cost for a project is determined by the first 20% of the decisions. Therefore, we take the initial planning very seriously, because it is the key to the budget. Wold's approach to cost benefit analysis includes:

Trends

We maintains a file of regional building projects, updated quarterly. We have the ability to average gross costs for each specification section and relate that cost to a specific building type in the government market.

Staff

We cost estimating staff will complete detailed material take-offs and cost estimates. These estimates are checked against the regional trends.

Experts

We call in contractors, cost estimator and vendors to check our numbers and verify cost. This final check gives us the "mood" of the bid market and reinforces our estimates.

The combination of consulting cost estimators, trend analysis and internal cost estimators ensures an effective cost benefit analysis starting at the pre-planning phase and continuing through all the project phases.

	BUDGET	BID	ON TIME
Cottage Grove Public Safety & City Hall	\$16,200,000	\$13,500,000	✓
Richfield City Hall, Police, & Fire	\$22,500,000	\$19,500,000	✓
Monticello Community Center Improvements	\$1,350,000	\$1,283,000	✓
Prior Lake City Hall & Police Station	\$13,000,000	\$12,975,000	✓
St. Paul Park City Hall, Police Station & Fire Station	\$2,900,000	\$2,850,000	✓
Farmington Police Station, Fire Station & Public Works	\$8,000,000	\$7,500,000	✓
Ramsey County Law Enforcement Center	\$47,636,000	\$47,234,000	✓
Crow Wing County Masterplan Projects	\$41,343,380	\$41,207,541	✓
Dakota County Northern Service Center	\$30,450,000	\$30,197,000	✓



Wold Architects and Engineers has been and continues to be dedicated to providing premier Public Sector architecture, engineering, and facility management services. Because of this commitment and focus, we understand completely the needs of Minnesota cities and have tailored our proposal to meet the requirements as stated in your request. We have provided very similar services for all clients listed below, resulting in deliverables which have allowed those clients to better plan how to address facility needs in a comprehensive long-range plan.

Client	Project Name
Big Stone County	Big Stone County Study
CAC	Building Analysis
Carver County	Masterplan - 2006
Cass County	Masterplan
City of Annandale	Facility Analysis
City of Farmington	Facility Masterplanning
City of Golden Valley	Facility Analysis
City of Kimball	Facility Analysis
City of Lakeville	Lakeville Police Study
City of New Ulm	Public Utilities Facility Analysis
City of Northfield	Public Safety Facility Analysis
City of Novi Police	Assessment Analysis
City of Woodbury	Woodbury Masterplan
City of Woodstock	Public Works Study
Crow Wing County	Masterplan
Dakota County	Government Center Analysis
Dakota County Technical College	Masterplan 2000
Dodge Center	Elementary School Facility Analysis
Dodge County	Facilities Need Study Phase I
Duluth Public Schools	Facility Analysis
First National Bank	Lakeville Facility Analysis
Goodhue County	Masterplan
Grantsburg School District	Facility Analysis
Great Lakes Academy	Facility Analysis
Harvest States	Facility Analysis
Hennepin County	Adult Corrections Facility - Facilities Masterplanning
Hennepin County	Old Federal Courts Study "The 110 Building"
Hennepin County Medical Center	HCMC Facility Preservation

Client	Project Name
Hennepin Tech College	Master Facilities Plan Update
Hill Murray	Facility Analysis
Holy Family Catholic Schools	Facility Assessment
ISD #15 St. Francis Schools	Facility Analysis
ISD #16 Spring Lake Park Schools	Dist. Fac. Analysis/Planning
ISD #191 Burnsville Public Schools	Maintenance Facility Structural Analysis
ISD #191 Burnsville Public Schools	Facility Analysis
ISD #194 Lakeville Public Schools	Facility Study
ISD #195 Randolph Public Schools	Facility Analysis
ISD #197 West St. Paul Schools	District Wide Facility Analysis
ISD #200 Hastings Public Schools	Facility Analysis 2008
ISD #2143 Waterville Schools	Waterville Facility Analysis
ISD #2174 Pine River / Backus Schools	Facility Analysis / Options Analysis
ISD #2310 Sibley East Schools	Long Range Planning and Facility Analysis
ISD #271 Bloomington Public Schools	District Wide Facility Analysis
ISD #272 Eden Prairie Schools	Facility Inventory Utility Workflow Study
ISD #281 Robbinsdale Public Schools	Facility Analysis
ISD #281 Robbinsdale Public Schools	Facility Analysis Update 1996
ISD #284 Wayzata Public Schools	Wayzata Schools Fac Analysis
ISD #284 Wayzata Public Schools	Facility Analysis - Program
ISD #2859 Glencoe/ Silver Lake Schools	Facility Analysis



Client	Project Name
ISD #2859 Glencoe/ Silver Lake Schools	Long Range Planning
ISD #314 Braham Public Schools	District-Wide Facility Analysis
ISD #394 Montgomery Lonsdale Schools	Long Range Planning
ISD #394 Montgomery Lonsdale Schools	Facility Analysis
ISD #422 Glencoe Public Schools	Facility Analysis
ISD #480 Onamia Public Schools	Facility Analysis
ISD #492 Austin Public Schools	Facility Analysis
ISD #544 Fergus Falls Public Schools	Facility Analysis
ISD #621 Mounds View Public Schools	District Facility Analysis
ISD #621 Mounds View Public Schools	Facility Analysis Program Updates
ISD #721 New Prague Public Schools	Facility Analysis
ISD #728 Elk River Public Schools	Zimmerman ES Facility Analysis
ISD #728 Elk River Public Schools	Facility Study
ISD #742 St. Cloud Area Schools	District Facility Analysis
ISD #834 Stillwater Area Public Schools	2009 Facility Analysis
ISD #840 St. James Schools	Facility Analysis
ISD #861 Winona Public Schools	Winona HS - Facility Analysis
ISD #861 Winona Public Schools	Winona EL - Facility Analysis
ISD #876 Annandale Public Schools	Facility Analysis 2007
Jackson County	Facility Planning
Luck Public Schools	Facility Analysis and Pre-Referendum

Client	Project Name
Meeker County	Facility Analysis/Masterplan
Nativity Schools	Facility Analysis
Northern Illinois University	Facility Analysis - 3 Bldgs.
Northern Illinois University	Facility Analysis- Grant Tower
Northern Illinois University	Fac. Analysis-Montgomery Hall
Northern Illinois University	Science Building Facility Analysis
Northern Illinois University	Faraday Hall Facility Analysis
Northern Illinois University	Fac. Analysis - Monsanto
Northern Illinois University	Fac. Analysis-Visual Arts Bldg
Northern Illinois University	Fac. Analysis - Music Building
Pinckney Community Schools	Pinckney Facility Analysis
Prescott School District	Facility Analysis
Redford Union Schools	Facility Analysis Update
Ridgewater College	Facilities Masterplan
Riverview Community Sch Dist	District Wide Facility Analysis
Saint Paul College	Facility Masterplan
School District/City of Harper Woods	Harper Woods Fac Analysis
School District of River Falls	Facility Study
School District of River Falls	Meyer Middle School Facility Analysis
Scott County	Long Range Facilities Plan
SSD #6 South St. Paul Schools	Facilities Analysis/Masterplan
SSD #6 South St. Paul Schools	Capital Projects Masterplan
St Croix Central School District	SCC Facility Analysis
St. Matthew's Catholic Church	Facility Assessment
Washington County	Government Center Masterplan
World LLP	Women's City Club Facility Analysis



CITY OF COTTAGE GROVE PUBLIC SAFETY AND CITY HALL

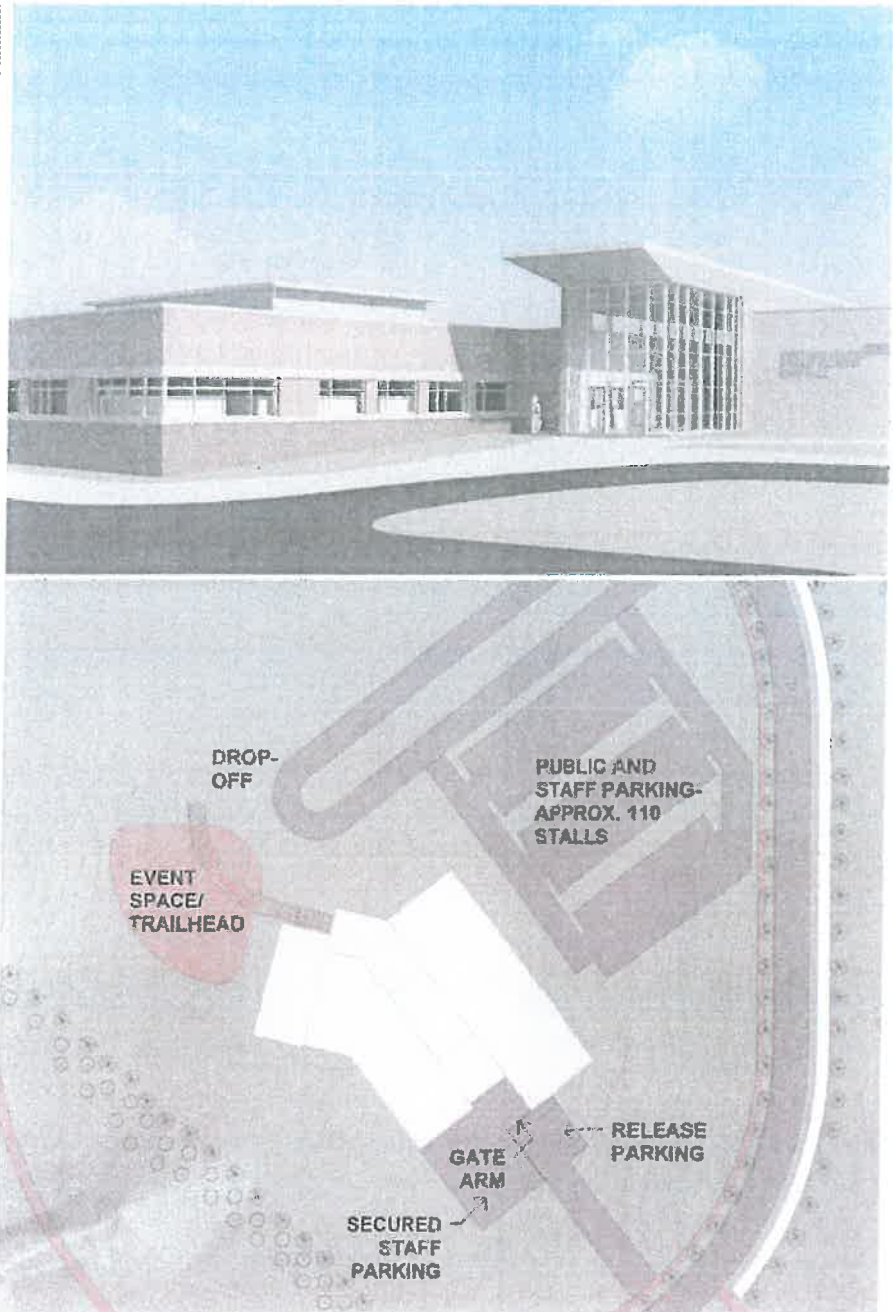
Cottage Grove, Minnesota

Size: 68,000 SF
Completion: 2012

Wold Architects and Engineers was hired by the City of Cottage Grove to revisit an earlier space needs assessment and then design a new Public Safety City Hall facility located on a site adjacent to the Washington County South Service Center in the southern portion of the City. Wold masterplanned not only the Public Safety and City Hall, but also a future Community Center, Library, and Fire Station.

The first step in the design process was to develop Guiding Principles for the facility and to take the conceptual space study and reconfirm operational goals and future growth projections for departments. From this confirmation of the space needs, a detailed space program was developed and approved by the City. These Guiding Principles included:

- » Interaction and collaboration
- » Pride, stability and success of the City
- » Plan for a vibrant civic campus and to have a community gathering space accessing Ravine Park
- » The building should be open and publicly welcoming, yet safe
- » Use common sense, sustainable approaches
- » The building should be transparent, functional, adaptable, durable and a great place to work



Ryan Schroeder
City Administrator
651 458.2822

CITY OF RICHFIELD CITY HALL/PUBLIC SAFETY MASTERPLAN

Richfield, Minnesota



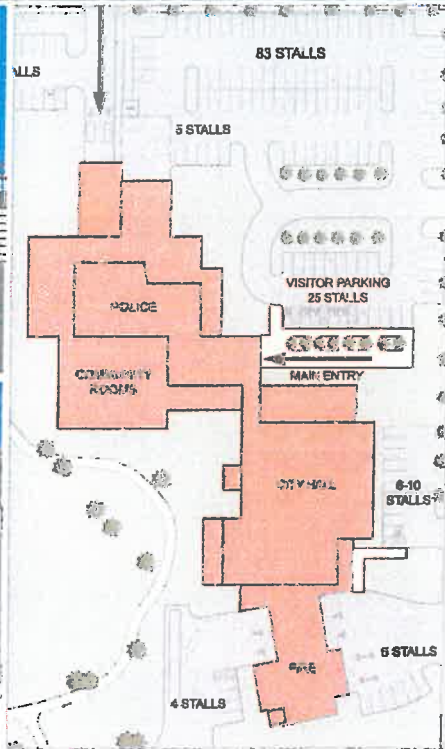
Size: 103,000 SF
Completion: 2011

Wold worked with the City of Richfield to complete a preliminary program and schematic design for a new fire station, police station and city hall. The new facility was masterplanned on the existing site, with the existing fire station, city hall and police department remaining operational through completion.

The adjacent neighborhood is residential in character and the site is located along the busy Portland Avenue corridor. Segregation of staff, Police, Fire and visitor traffic and parking was given specific attention to ensure safe and efficient vehicular egress. Another emphasis of this project was the synthesis of municipal functions within the park district amenities which share the balance of the site.

The project was subsequently designed, constructed and occupied in 2011 according to the initial masterplan.

Steve Devich
 City Manager
 612.861.9702



CITY OF LAKEVILLE SPACE NEEDS ANALYSIS

Lakeville, Minnesota

Size: 68,000 SF
Completion: 2008

Faced with nearly 5% population growth annually, the City of Lakeville hired Wold to conduct a space needs analysis of the Police Department to help determine appropriate responses to their impending police staffing and service needs.

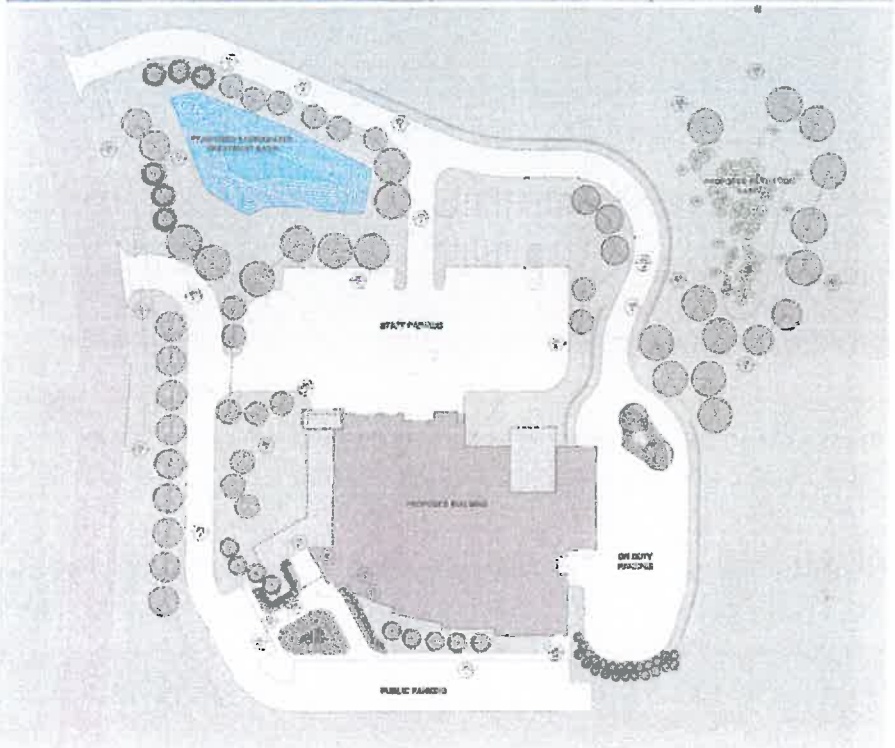
Wold provided the City with:

- » Space needs/utilization study
- » Projected department space needs
- » Developed options presented to the City
- » Feasibility and cost analysis of expansion and remodeling vs. new facility

The City of Lakeville worked with Wold to analyze and determine which option would be best. Wold provided the City with full build-out and phased build-out cost estimates for each option, as well as site and parking analyses for each option. The City with Wold's assistance, selected Option 2, to build a new facility on a new site.

Wold is now working with the City of Lakeville to repurpose the former police facility into the Heritage Center—housing a senior center, historical society and Yellow Ribbon Center for the city.

Steve Mielke
 City Administrator
 952.985.4400





CARLTON COUNTY FACILITIES NEEDS STUDY

Cloquet, Minnesota

Size: 57,000 SF
Completion: 2007

In 2007, Wold was hired to develop a 20 year County-wide Facilities Needs Study for Carlton County. The study was developed as a tool for the County Board of Commissioners to use to make decisions regarding the building of new County Facilities or the reuse of existing facilities. The facilities included in the study were the Historic Courthouse, Jail/LEC and the Health/Human Services buildings in Cloquet.

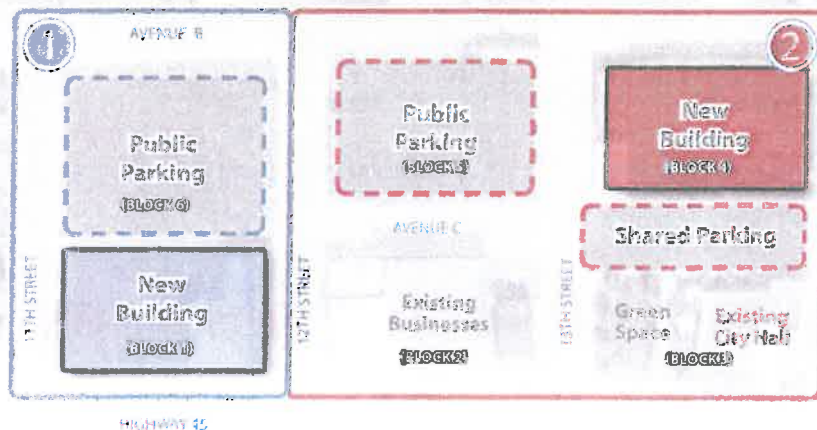
The mission statement for the study was "To provide County facilities that will enable services to be delivered to County residents in the most convenient, safe, efficient and cost effective manner."

Existing facilities were analyzed based on the available area in each building, the existing condition of each building, and the adaptability of each building.

The results of the study included three options that addressed the desired "clustering" of departments for public service delivery and the space need for the anticipated County growth.

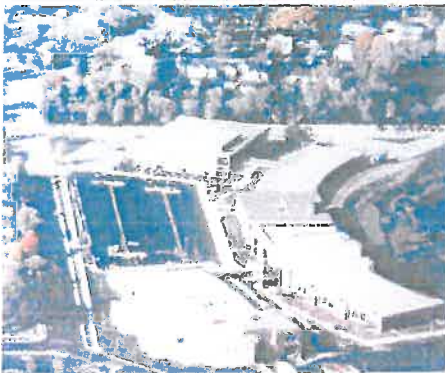
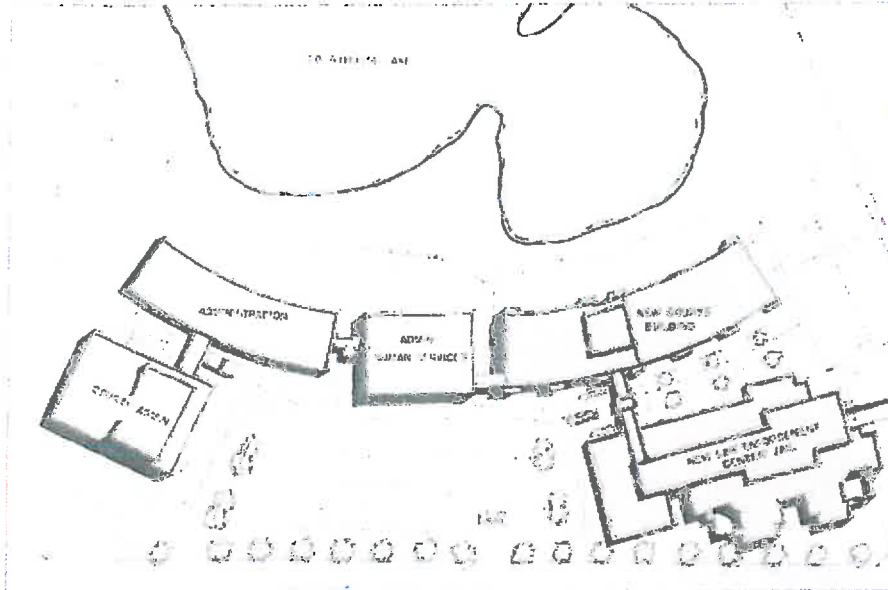
Wold recently designed and constructed a new Health and Human Services building and a new Service Center building based upon this masterplan.

Dave Lee
Director of Community Services
218.878.2844



CARVER COUNTY MASTERPLAN

Chaska, Minnesota



Size: 416,000 SF
Completion: 2008

Facing a future of growth, Carver County hired Wold in 1990 to help develop a 20-year Masterplan including jail, courts, county offices and site masterplan.

- » Designed for three courtrooms, masterplanned for six
- » Staff projections developed
- » Space needs projected
- » Options and facilities recommended for phased growth

First phase implemented including site infrastructure for 12 new courts related facilities and 250 bed jail and future administrative offices. The design of the Justice Center created a lobby for the courts functions during regular business hours. All public functions relate to this entry with a clearly identifiable access to services.

Since providing the original masterplan, in 2008 Wold helped Carver County with a masterplan update for the next 20 years of County planning and has since implemented a courts addition and government center remodeling as a result.

Dave Hemze
 County Administrator
 952.361.1510

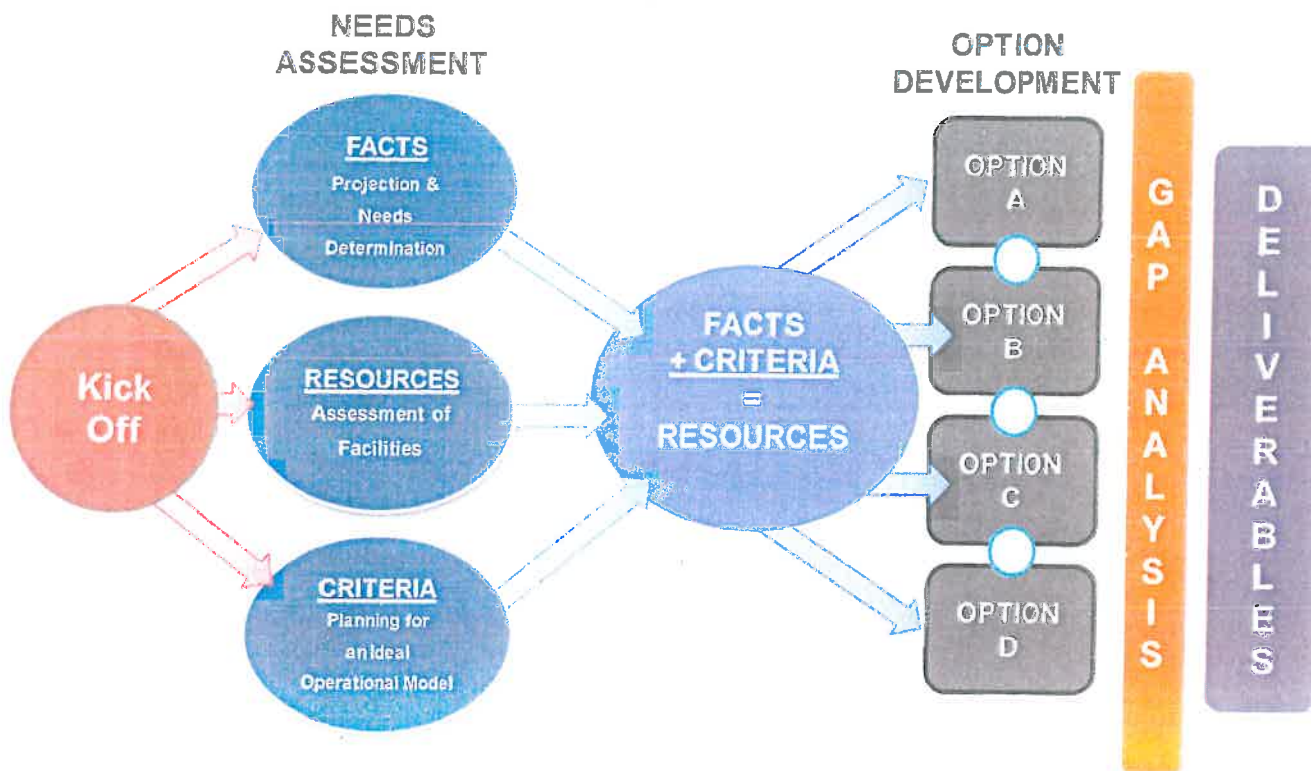
Timeline Info

Although the inspiration may come quickly, the proof takes time.

The Wold team will work with New Hope to establish a projected "milestone" schedule for the preliminary design services for the Space Needs Assessment. Through our experience in the public sector, we have developed a firm understanding of the sequencing of the investigation and the required time for building occupant input and ownership, and believe that successful schedule planning and management is achieved only through whole-hearted partnering of the entire project team.

As the project progresses, John McNamara will monitor the performance and input of all participants to assure that information is available and distributed as required and that tasks are completed in a timely manner. The Wold staff and our consultants have teamed on numerous past projects and have a proven record of serving and listening to clients and responding to their needs.

To the right is a flow chart for the preliminary design services for Space Needs Assessment which identifies the critical path needed to achieve the targeted deadline. The flow chart demonstrates that it is critical to develop the space program *while* considering current trends; evaluate existing buildings *while* establishing a master plan; and develop schematic options *while* constantly monitoring cost estimates.



PLANNING PROCESS

Week 1

- Kick off meeting
- » Introduce team
- » Introduce process
- » Collect documentation
- » Strategy meeting
- » Project goals / expectations
- » Address Mission Statement
- » Establish schedule
- » Review survey process
- » Identify departmental contacts

Week 2

- Review facility and site documents
- Develop site plan backgrounds
- Walk through facilities
- Distribute survey forms

Week 3

- Meet with Department Heads
- » Mission Statement
- » Goals
- » Departmental needs - staff and space
- Develop Facility Analysis report

Week 4

- Develop departmental needs summary
- Continue work of facility analysis

Week 5

- Core Group
- » Mission Statement
- » Goals
- » Site Criteria
- » Survey Response Summary
- » Facility Observations
- » Tour Report
- Begin option development - facility and site

Week 6

- Update meetings with department heads
- » Staff projections
- » Space needs
- » Develop departmental concepts
- » Tour facilities

Week 7

- Identify site characteristics of selected sites
- Develop site options

Week 8

- Develop adjacency diagrams
- Develop site options
- Tour Facilities

Week 9

- Core Group
- » Staff projections
- » Space needs
- » Adjacency diagrams
- » Site options evaluation
- Meet with department heads
- » Site options
- » Adjacency diagrams
- » Functional analysis

Week 10

- Begin constructability review
- Functional analysis
- Refine site options
- Refine space needs and adjacencies
- Begin cost review

Week 11

- Meet with department heads
- » Review space needs
- » Review site options



Week 12

Core Group

- » Accept final space needs document
- » Review site options
- » Review adjacency diagrams

Week 13

Update cost review

Continue building and site options development

Continue functional analysis

Week 14

Core Group

- » Select facility option
- » Review site options
- » Review initial cost input

Week 15

Meet with department heads

- » Discuss functional analysis
- » Discuss cost
- » Discuss site options

Week 16

Core Group

- » Select site option
- » Review functional analysis
- » Review cost reports

Begin recommended option development

Week 17

Development of recommended option

Cost evaluation

Functional evaluation

Week 18

Core Group

- » Accept functional analysis
- » Budget discussion
- » Select facility option preferred
- » Financing discussion
- »

Week 19

Finalize cost estimate

Week 20

Complete cost report

Work on final report

Week 21

Prepare final report

Week 22

Submit final report to City Council