APPENDIX: EVOLUTION OF THE PLANNING PROCESS

Thirty Development Themes .......................... 76
Four Land Use Scenarios ................................. 77
Evaluation Criteria ................................. 78
Scenario One: Traditional Master Planned Community ............... 80
Scenario Two: New Urban Center .................. 82
Scenario Three: Lifestyle Community ............. 84
Scenario Four: A New Sustainable Community .......... 86
The Concept Master Plan .............................. 88
THIRTY DEVELOPMENT THEMES

The consultant team considered a wide range of development themes in planning for the UMore Park property and proceeded through a set of iterations to arrive at the final Concept Master Plan for the community. This section outlines the process by which the team synthesized the ideas of a variety of planning concepts and arrived at the Concept Master Plan.

Inspired by the ideas of the six academic mission task forces and the comments made during the public listening sessions, the consultant team initially considered the following development themes:

- Town of Lakes
- Medical Employment Base
- Community in Nature
- Energy Exporter
- Alternative Vehicle Community
- Agrarian Community
- No-Waste Community
- Eco-Industrial Park
- High-Rise Housing
- Affordable Housing Community
- Retirement Community
- Community of Temporary Uses (greenhouse, windmills, etc.)
- Energy Production Community
- Community with University-Built Homes
- Energy Park and Continued Agriculture
- Air Cargo and Freight Terminal

- Nature Preserve
- Quarry-Based Recreation Community
- Huge Greenhouse Operations
- Silicon Chip Manufacturing Facility
- Waste Clean Facility
- Forest Harvesting Community
- Regional Sports Complexes
- Minnesota Golf Trail
- Significant Wetland Area
- Duck Hunting Sport Area
- Carbon Offset Woodlands
- Traditional Lower-Density Master Planned Community
- High-Density Community Around Transit
- Higher-Density Near Rosemount, Lower Density to the South
In conjunction with the UMore Park Management Team, the consultant team evaluated the pros and cons of each developed theme against the academic mission and long-term goals of the University. Four primary land use scenarios emerged, each containing some elements of the initial 30 themes.

» Traditional Master Planned Community
» New Urban Center
» Lifestyle Community
» A New Sustainable Community

The consultant team distilled elements of land use, transportation, livability, context and community along with goals for environmental and economic sustainability to create the four conceptual development scenarios. The team analyzed the potential to provide transit to the site and the resulting supportable density in the community at UMore Park. The consultant team also evaluated the potential generation of employment under each plan and how the community would interface with the Vermillion Highlands property to the south. The following summarizes some of the main design themes underlying each of the four scenarios. The four scenarios provide the means to evaluate important components of the University-founded community, particularly:

» Academic mission that adds value to the community;
» Density and population;
» Public transit;
» Land uses and their locations;
» Land use for amenities;
» Jobs/housing balance;
» Community facilities;
» Public infrastructure – roads, utilities, open space; and
» Gravel extraction and land development.

The following section summarizes the six main criteria that were used to evaluate the four concept scenarios.
Evaluation Criteria

The consultant team utilized six main criteria to evaluate the four development scenarios. Importantly, the criteria derived from principles the Board of Regents articulated for the planning and development of the property as well as input from local jurisdictions, a wide range of Minnesotans and the University community. The criteria also capture key ideas from the University’s academic mission task force reports. The criteria are:

SUSTAINABILITY AND INNOVATION
Sustainability is defined as the integration of environmental, socio-cultural and economic opportunities with a specific focus in design and programming on innovation in education and life-long learning, health and wellness and renewable energy. University education, research and public engagement can in particular support sustainability initiatives.

NATURAL RESOURCE STEWARDSHIP
The University is a responsible landowner and steward of its valuable asset. Planning and development at UMore Park must specifically address the removal of nearly 263,000 tons of concrete remnants and any potential contamination remaining from the World War II Gow. Glacial sand and gravel deposits are present on the property, and the extraction of these resources could help meet the need for this nearly depleted resource in the Twin Cities region. The University views green space as a valued amenity at UMore Park and is addressing its preservation through the design of parks, gardens, natural areas and trails. Land and water amenities could be created following the potential extraction of gravel and sand resources from portions of the site.

ECONOMIC DEVELOPMENT IN THE REGION
The resources of the University and its imprimatur provide unique strengths to attract and expand businesses and services, and therefore create jobs. Workforce development and job training should be incorporated into community programs. The fostering of unique public-private partnerships, entrepreneurial opportunities and characteristics that create a “destination” community will contribute to economic development in the region.
PARTNERSHIPS
The success of the community at UMore Park will be based on the University's ability to work collaboratively and innovatively with local jurisdictions and with multiple public and private entities. These partnerships should serve as catalysts for improving quality of life and enhancing regional economic development, including business development and job creation. Public and private partnerships should contribute to amenities and services in the areas of energy, health and lifestyle facilities, recreational and cultural features and a lifelong learning system that integrates across the community through schools, technology services and other learning facilities.

UNIVERSITY LEGACY
Since 1851 the University has placed graduates in Minnesota businesses and services, created new jobs, converted research into new applications, leveraged additional funds and opportunities for the state, and created knowledge for an ever-changing world. It will continue this mission over the generations. The development at UMore Park is an unprecedented opportunity to refresh the land grant mission for today and tomorrow and contribute to the public good through research, education and public engagement.

The following section describes how the four concept scenarios were evaluated against these criteria.

FINANCIAL RETURNS TO THE UNIVERSITY
In addition to creating significant economic development for the community and the larger region, the University should also derive value from this unique project, both financially and through the creation of new opportunities for students and faculty members. The University must recover investments made during the initial planning and development phase of the venture. The University should, furthermore, maximize its long-term financial returns in the form of substantial increases to a University endowment. Such proceeds would support the institution’s academic mission, including providing for student scholarships and research programs and initiatives that are not sufficiently supported by state or private funds.
Scenario One: Traditional Master Planned Community

Scenario One reflects the current development standards and best practices in the suburbs of the Twin Cities region. It includes residential and commercial space of densities similar to those of traditional suburban developments and therefore would not support an extension of light rail transit to the site. The residential program would emphasize single family detached homes, with a smaller number of single family attached, multi-family senior, condominium and apartment housing types. This scenario does not anticipate the new community attracting a major employment center such as a corporate headquarters, a hospital or wellness facility, or an industrial park. It assumes that the GOW would be remediated to residential development standards and that a moderately sized sand and gravel operation would exist on the site and later provide the basis for wetlands, lakes and other landforms that would enhance real estate values.

The Traditional Master Planned Community scenario might gain greater acceptance from surrounding communities. This scenario would provide homes generally priced for middle class consumers, would demand less in terms of infrastructure requirements, and would avoid the challenges of attracting transit and larger employment centers to the community. However, this prototypical suburban model does not meet the University’s goals for sustainability and innovation, would provide a limited housing mix for the region, would not provide transit opportunities and would incur significant costs tied to the cleanup of the GOW to residential standards. For these reasons, this scenario was not selected.
Scenario One – Traditional Master Planned Community Plan

Legend

- Single Family Residential (large lot)
- Single Family Residential (small lot)
- Single Family Residential (attached)
- Multi Family Residential
- Mixed-Use
- Commercial/Retail
- Commercial/Office
- Light Industrial/Office
- Civic/Institutional/Education
- Parks and Parkways
- Open Space
- Water
- Wetlands
Scenario Two: New Urban Center

This scenario focuses on the creation of a significant village center in the middle of the community with sufficient densities of residential growth to support bus rapid transit (BRT) and light rail transit (LRT). This urban center would feature multi-story mixed-use buildings and greater residential densities. The presence of a major transit corridor would enhance the community's ability to attract significant employment centers. More urban uses in the village center would include office, ground floor retail and structured parking.

The more concentrated residential densities of the New Urban Center scenario would allow for additional open space within the community, and the village center would provide an opportunity for the University to apply its brand to a unique real estate development in the southern suburbs of the Twin Cities. However, bringing the New Urban Center to fruition would require significant and sustained efforts to bring regional transit facilities to the Rosemount area and the challenge of marketing a more urban development program in a highly suburban setting. This scenario was determined to lack the desirable mix of uses necessary to diversify the community and create a desirable jobs-to-housing balance. Other scenarios provided greater opportunities for University research, education, and public engagement.
Scenario Two – New Urban Center Plan

Legend
- Single Family Residential (large lot)
- Single Family Residential (small lot)
- Single Family Residential (attached)
- Multi Family Residential
- Mixed-Use
- Commercial/Retail
- Commercial/Office
- Light Industrial/Office
- Civic/Institutional/Education
- Parks and Parkways
- Open Space
- Water
- Wetlands

Vermillion Highlands
A Research, Recreation and Wildlife Management Area

The shades of color on the Vermillion Highlands indicate intensity of use, with lowest intensity being lightest uses of all kinds to preserve the environmental character of the land and allow for habitat restoration.
Scenario Three: Lifestyle Community

This scenario emphasizes the incorporation of major amenities into the new community. Significant sand and gravel extraction activities would create numerous lakes on the property that would serve as highly attractive residential and commercial real estate development sites. The lifestyle community would also include large community gardens and parks and two municipal golf courses. The plan would emphasize lower-density, more upscale housing and would not attract mass transit or significant employment centers. This scenario would also emphasize environmentally responsible design of lakes and community amenities. The Lifestyle Community could serve as a model of environmental development. Given its emphasis on amenities and activities, this scenario would also present opportunities to create a retirement community on the property. However, the consultant team did not select this scenario due to the lack of social and economic diversity of the planned community and the lack of sufficient employment centers. It also does not fully take advantage of opportunities for University research, education, and public engagement.
Scenario Three – Lifestyle Community Plan

Legend
- Single Family Residential (large lot)
- Single Family Residential (small lot)
- Single Family Residential (attached)
- Multi Family Residential
- Mixed-Use
- Commercial/Retail
- Commercial/Office
- Light Industrial/Office
- Civic/Institutional/Education
- Parks and Parkways
- Open Space
- Golf
- Water
- Wetlands
Scenario Four: A New Sustainable Community

This scenario proposes the creation of an Eco-Industrial Business Park, emphasizing companies and technologies oriented to sustainable or “green” technologies, as a key component of the master planned community. The community would work to attract a light rail line and BRT facilities that would connect the Eco-Industrial Business Park and the new community with St. Paul and other key nodes in the Twin Cities region. The scenario would emphasize the development of a significant new employment center for the southeast suburbs and would therefore provide a more equitable jobs-to-housing balance.

A significant neighborhood center in the new community would provide a diverse mix of housing choices including single family detached, single family attached, multi-family, senior, condominium and apartment housing types. The provision of mass transit and significant employment centers would allow the community to develop housing at higher densities than the other three scenarios. Sand and gravel operations would provide for lakes and open spaces for the community. The Eco-Industrial Business Park in particular would provide opportunities for the University to promote and advance its sustainability initiatives on a larger scale.
Scenario Four – A New Sustainable Community Plan

Legend
- Single Family Residential (large lot)
- Single Family Residential (small lot)
- Single Family Residential (attached)
- Multi Family Residential
- Mixed-Use
- Commercial/Retail
- Commercial/Office
- Light Industrial/Office
- Civic/Institutional/Education
- Parks and Parkways
- Open Space
- Water
- Wetlands

Vermillion Highlands
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THE CONCEPT MASTER PLAN

The Concept Master Plan incorporates the best elements of the four land use scenarios: open space connectivity, the provision of transit that works in tandem with density, a variety of residential and other land uses, and a range of employment opportunities including environmental industries. The Concept Master Plan also significantly satisfies the higher expectations of the evaluation criteria, and maximizes the complementary value of the Vermillion Highlands property. Most importantly, it provides the most varied and comprehensive linkages to the University’s academic mission. It is important to note, as well, the flexibility built into the Concept Master Plan to accommodate future change in the region.

Elements of all four preleminary scenarios informed the final Concept Master Plan. However, the illustration of the Concept Master Plan on the following page most closely resembles Scenario Four (A New Sustainable Community). The consultant team recommends the University work with the local development community to launch the Eco-Industrial Park on the eastern portion of the property. This venture would nurture and promote companies and industries advancing ideas of sustainability and would create a significant new employment center to stimulate ongoing residential and commercial growth in the new community and throughout the region.

The Concept Master Plan recommends that the University work to launch gravel and sand mining operations on western portions of the property that would, in time, become the landform foundations for lakes and related open space amenities serving a new master planned community. The University should actively work to provide for mass transit to the community at UMore Park, including both BRT and light rail lines, to stimulate employment center growth in the community and further the University’s goals related to sustainability.

As outlined in subsequent sections, the Concept Master Plan provides recommendations concerning a variety of programmatic and design elements based on Design Workshop’s four dimensions of Legacy Design: Economics, Environment, Art, and Community. It also illustrates potential returns to the University, and provides general frameworks for the implementation of the community and its ongoing operations.

Drawing from years of planning and design efforts, the Concept Master Plan provides a flexible development plan and strategy for the community at UMore Park that can guide decision making over time. This document provides greater details concerning the plan and assists the University in bringing the new community to life.
The shades of color on the Vermillion Highlands indicate intensity of use, with lowest intensity being lightest uses of all kinds to preserve the environmental character of the land and allow for habitat restoration.