

Council Study Session

August 6th, 2015

City Facilities

Farmers Markets

Goals for Presentation

- High level overview, general Information
- No Decisions
- Overall City Facilities info
- Specific Upcoming Initiatives

Minneapolis Finance & Property Services Department

Property Services Division

Director

Greg Goeke



Facilities, Design
& Construction

Robert Friddle



Space & Asset
Management

Kathy Wagner



Security
Management

Art Thomas



Radio
Communications
& Electronics

Rod Olson



Energy
Management

Brian Millberg



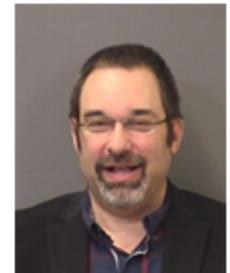
Real Estate &
Leasing

Rebecca Law



Facilities, Operations
& Maintenance

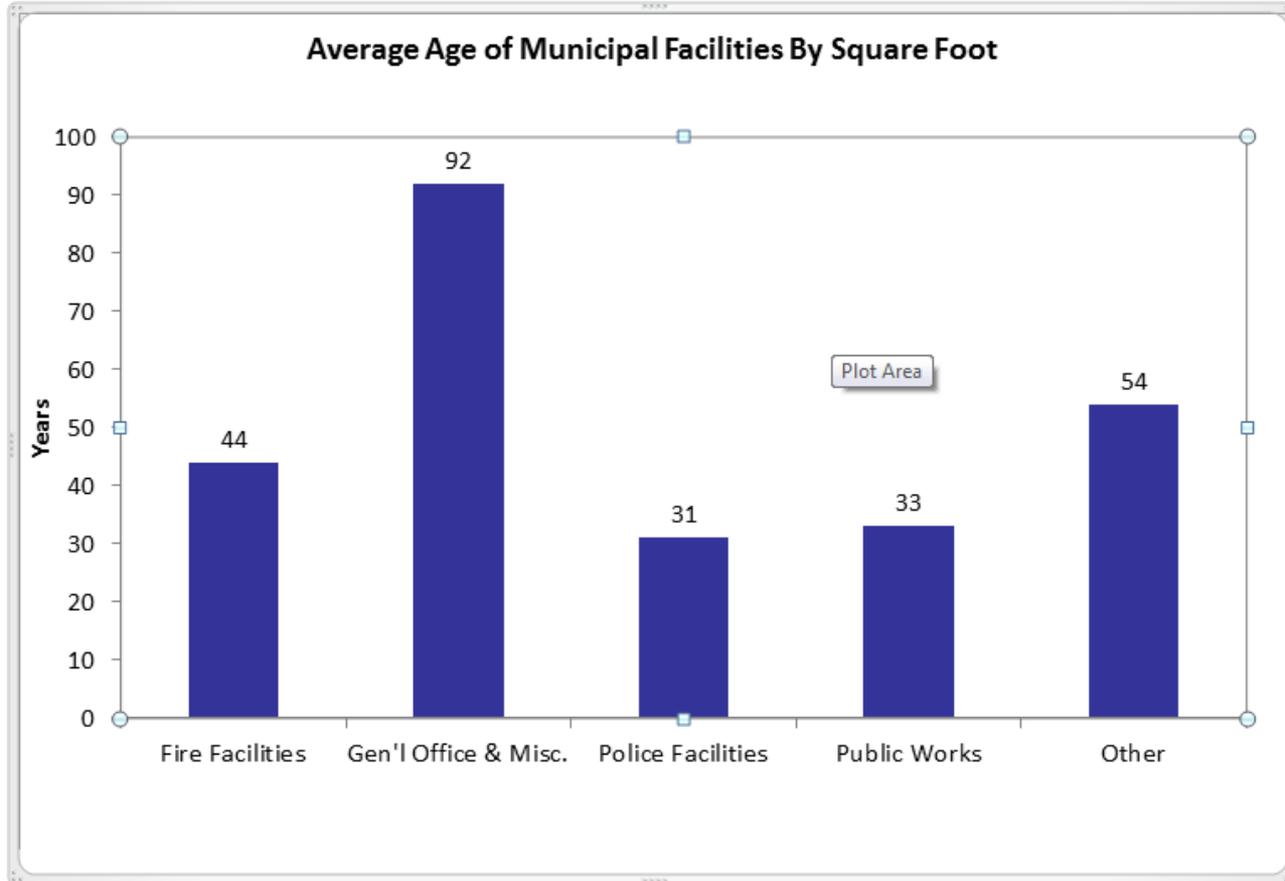
Rob Verke



FSAM Committee

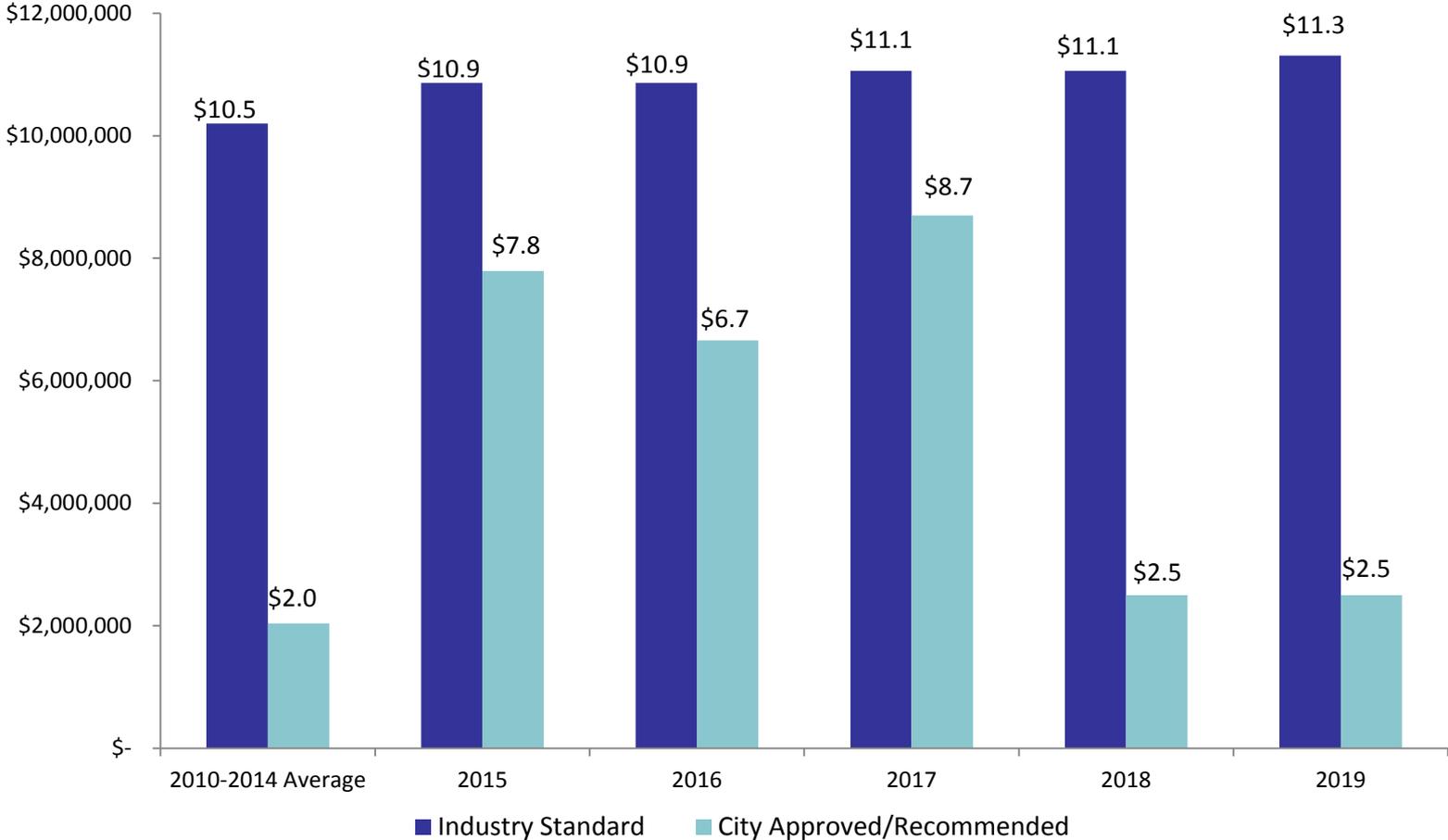
- Created by the Council in 1999
 - The Facilities, Space, and Asset Management committee will be responsible for:
 - Recommending space policies and procedures for approval by the Mayor and City Council
 - Prioritizing and planning space related capital projects
 - Approving strategic facilities plan
 - Approving requests for exclusion from policies or procedures
 - Approving major departmental moves
 - Resolving facility or space management issues as appropriate
- Committee Members
 - Co-Chaired by City Coordinator and City Engineer
 - Two Rotating Department Heads
 - Regulatory Services
 - Health and Family Services
 - Staffed by FPS

Average Age of Facilities



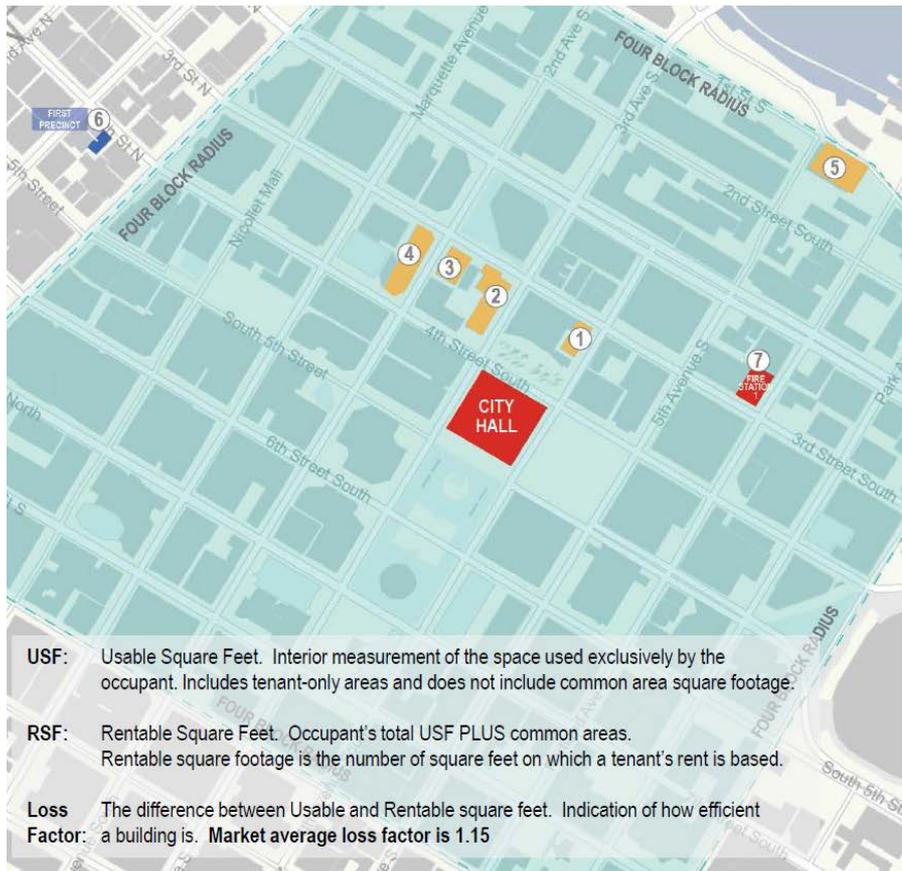
Current Planned Investment funded by Net Debt Bonds

**Capital Funding for Facilities Repair & Maintenance
Industry Standard vs. City Approved/Recommended**



Strategic Planning for the Downtown Campus

Current Real Estate Portfolio



NON CITY HALL SITES			
	RSF	USF	Loss Factor
1 FLOUR EXCHANGE EMPLOYEES: 98	18,812	15,174	1.24
2 PUBLIC SERVICE CENTER EMPLOYEES: 319	107,280	78,918	1.35
3 CITY OF LAKES EMPLOYEES: 141	52,584	33,634	1.32
4 330 S 2ND AVE EMPLOYEES: 25	10,395	9,091	1.14
5 CROWN ROLLER MILL EMPLOYEES: 128	60,515	49,114	1.30
6 FIRST PRECINCT	18,560		
7 FIRE STATION 1	11,600		
TOTAL EMPLOYEES: 711	279,746	185,931	
CITY HALL			
EMPLOYEES: 761	297,264	209,342	1.42
TOTAL EMPLOYEES: 1472	577,010	395,273	

Current Facility Needs



Current Status

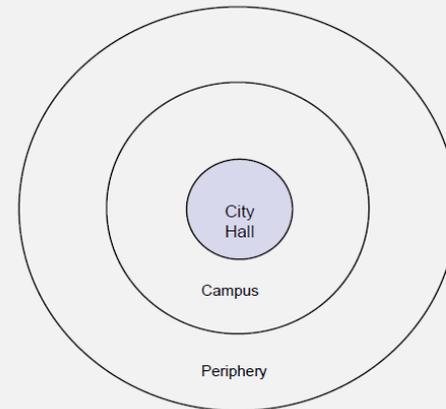
Break – Fix strategy is only cost effective in the short term

- No longer to be consider as a viable option
- Our current fleet of buildings are Functionally Obsolete and hamper the efficiency and quality of the services provided to citizens.
- Operate at High Risk of Building Systems Failure
 - High level of disruption to services to the public
- Creates an Atmosphere of Indifference by Employees

Serving the Public

Initial Analysis

- The City's offices in the downtown campus area are located in 6 separate buildings, including City Hall. It is difficult for citizens to find City staff and conveniently conduct business with different offices. In addition, the distance between staffs (within and between departments) hinders coordination and response times.
- Outside of City Hall (currently under renovation), the City-owned buildings are aging and are functionally obsolete. The City's buildings lack many of the characteristics that modern public buildings require, such as:
 - Passive and active security
 - Universal Design (ADA, cultural and language differences, logical pathways)
 - Inviting public space – Information Gateway
 - Open suite flexibility; efficient design to support multi-function, integrated business functions
 - Day lighting and 'Green' materials and systems
 - Scale, mixed-use, aesthetics



City Owned Buildings

City Hall
Public Service Center
City of Lakes
Community Services (vacant)
1st Precinct
Fire Station #1

City Leased Spaces

Crown Roller Mill
Flour Exchange
Towle Building

DTC Long Term Goal

Goal for Downtown Campus: To consolidate City office spaces into modernized facilities that function well for employees and for the general public and that are cost-effective and environmentally-responsible.

- The ultimate intended outcome is to have the right kind of space in the right location(s) to best facilitate employee communications and service to the public.

Why Invest in the DTC

Increase employee productivity and engagement

Increase collaboration and innovation amongst employees

Foster better general public experience and use of time

Optimize the costs and utilization of our real estate portfolio

Improve environmental footprint

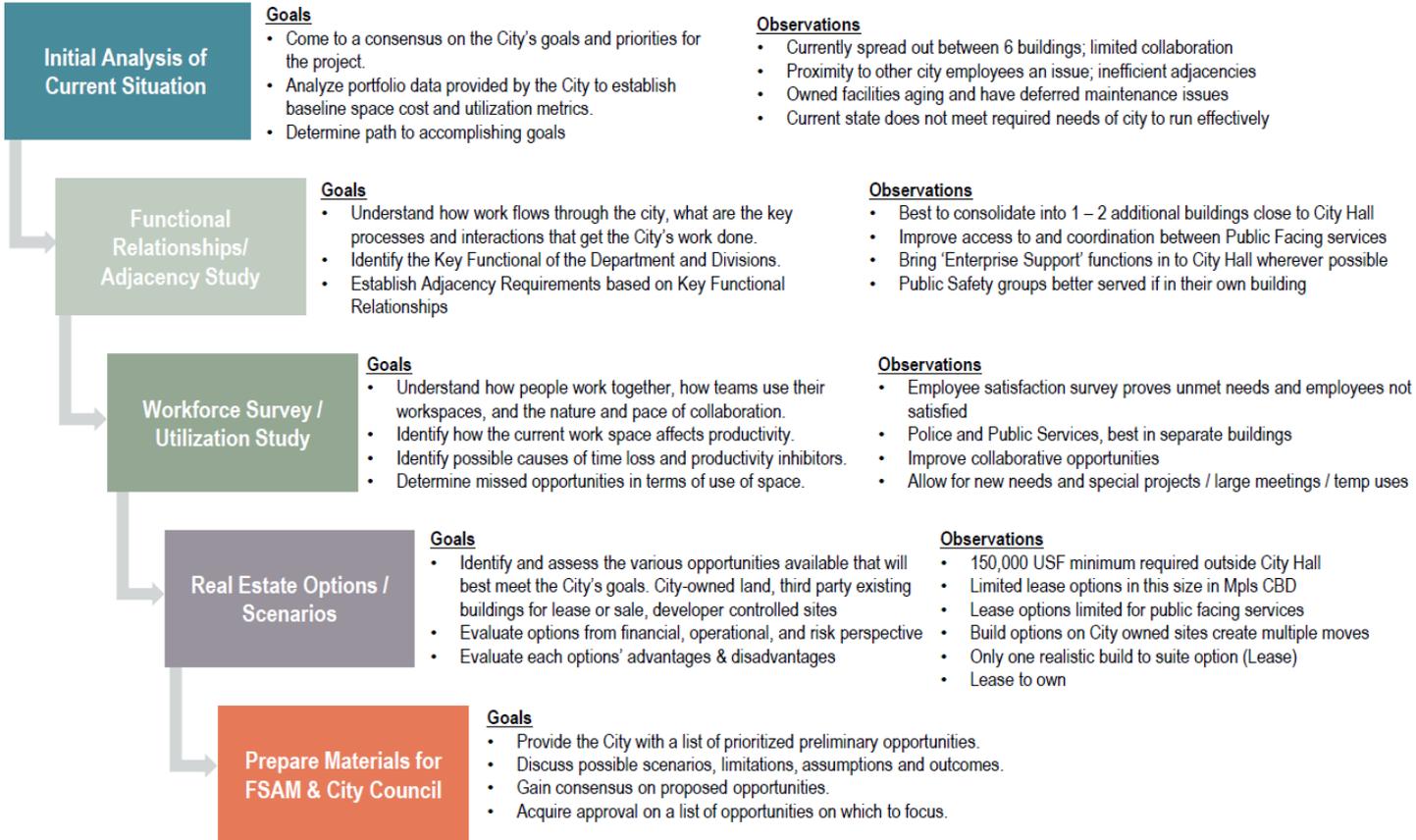
Define the culture of the City as a work place

Crystalize the Public Face of the City or “Brand”

Improve employee recruitment and retention

JLL and Working Team





Stakeholder Interviews

Overview of Stakeholder Interviews

Interviewees

- City Coordinator's Office
- Human Resources
- Information Technology
- City Attorney's Office
- Fire Department
- Civil Rights
- Health Department
- Public Works
- City Clerk's Office
- Regulatory Services
- City Assessor's Office
- CPED
- Police Department

JLL conducted interviews with key stakeholders within the City of Minneapolis. These interviews focused on establishing key requirements for the future of our downtown real estate footprint. This was an important first step to garner a collective vision, culture and long-term requirements for space.

Questions were asked in the following categories:

- Organizational function
- Business needs and direction
- Projected usage of space and goals for future real estate
- Perspective on success and challenges

All content in this document is based on interviews with the City's key leaders – they do not represent a recommendation of any sort and are for discussion purposes only.

Organization is Ready

There was alignment, engagement and urgency demonstrated by all interviewees during this process. The commitment to the success of this study and the commitment to taxpayers is very high as observed during these interviews. These interviews helped build some clarity and excitement.

Observations

- High alignment on overall strategy for action (consensus about consolidation)
- High buy-in to explore various scenarios
- High ownership, pride and legacy in their work
- Commitment to the success of the city and connection to the public
- Open to change and improvements – becoming a premier entity
- Efficiency and cost-focused leadership
- Desire to integrate and standardize
- Commitment to create flexibility and agility in the workforce
- No evidence of protecting function or facility, although some acknowledged separate buildings create silos
- Willingness to lead change in their own organizations (and for “one city”)
- Desire to change culture (culture wants to be more collaborative and space could help)

Themes for Improvement

Stakeholder Interviews: Top Themes of Improvement

Space

- Space has not been flexible. No availability of large multi-purpose conference to accommodate public meetings.
- While the City Hall building is historic, it locks us in - people feel shoe-horned (in fact this term was used by several interviewees).
- Wasted staff time going to and from meetings in different buildings.
- Space does not foster collaboration or ability to make efficient (good) decisions (A/V requires improvement).
- There are varying levels of space standard implementation. (work place – one size does fits all)
- The buildings are not in satisfactory condition and need to be addressed (especially with no RE strategy actions).

Organization

- Organizationally, we have to become more matrixed (buildings and workplace can bring this). This could be an embedded or matrixed organization in the future.
- The building management at City Hall (MBC) is clearly a hindrance on many aspects and a priority to resolve (absolve).
- Community is not fostered by the space we have (this was the most common message of all).

Culture

- Brand, culture and “public face” are not well articulated. No way finding. (space look and feel compounds organizational silos).
- Change has been difficult – decisions take long, leaders change and there is no change agent.
- Time to be strategic – these buildings have not been planned as a cohesive footprint.
- We do not have a place to foster a sense of community with our co-workers or the public.
- Employee hiring and retention key.



Functional Relationships

Functional Relationship & Adjacency Requirements



The **Functional Relationships** translate into **Adjacency Requirements**, depending on several key interactions.

- “**Elected Officials**” & “**Enterprise Support**” share key interactions with the Mayor & City Council. An adjacency requirement at City Hall is identified here.
- “**Transactional Services**” & “**Community Collaboration & Programming**” share key interactions with the public, and an adjacency requirement into a shared space near City Hall is identified.
- “**Public Safety**” groups also interact daily with the public, in addition to other City departments and the Elected Officials. These groups expressed a need to be near City Hall, but in their own facility.
- “**Operations Support**” groups focus on the day to day physical functioning of the City. These are mostly Public Works and Regulatory Services groups. Several of these groups may be located outside of Downtown.

Metrics for Success

Performance Metrics serve to define a project's success. They become the evaluation criteria against which different scenario options are measured. FSAM committee members were asked to number the performance metrics in order of most important (1) to least important (9). Public Interface and Proximity were ranked as being the most important, while Amenities and Brand were ranked as the least important.

Performance Metric	Score (Lower numbers = more important)
Public Interface: Is there a clear process for carrying out business with the City, and seamless customer-centric interactions?	15
Proximity: Are all of the Downtown offices now located within 1 – 2 blocks of City Hall?	19
Collaboration & Connectedness: Does the workplace connect Departments & Divisions to create better awareness and value?	22
Ease of Access: Will the public be able to easily navigate to their destination? Are offices intuitively located?	26
Productivity: Does the work environment foster increased in employee productivity?	27
Flexibility: Is the workplace designed to be flexible enough to accommodate growth and the changing needs of the City?	36
Recruitment & Retention: Is there a marked increase in employee retention, or in the recruitment of new employees?	41
Amenities: Is there a marked increase in technology, conference room, and amenity space utilization?	41
Brand: Does the work environment crystalize the public face of the City?	44

Evaluating Options

Identify Space Requirement for Real Estate Options



Update Evaluation Criteria and Develop weighting system for evaluation criteria



Score each potential option (weighted ratings)



Conduct Financial Analysis

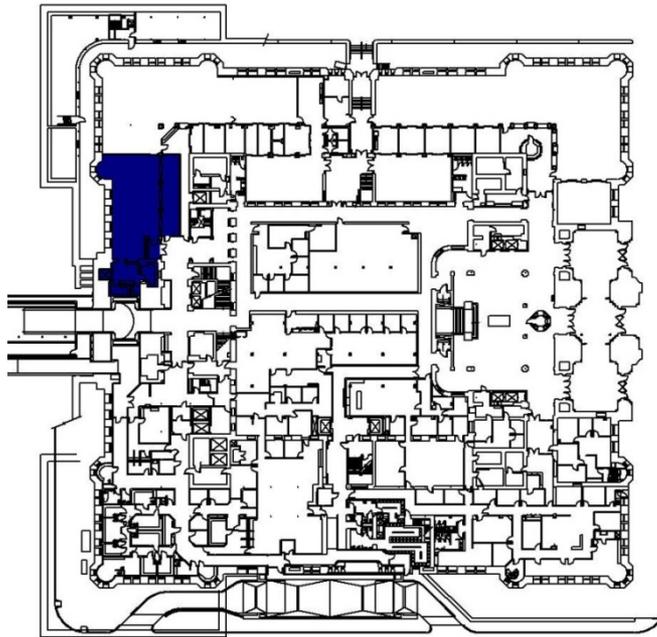


Identify top potential scenarios

Evidence Unit MPD02



Main Offices – Room 33 City Hall



Filled to Capacity = 6,000sf

Warehouse

6024 Harriet Ave. S.



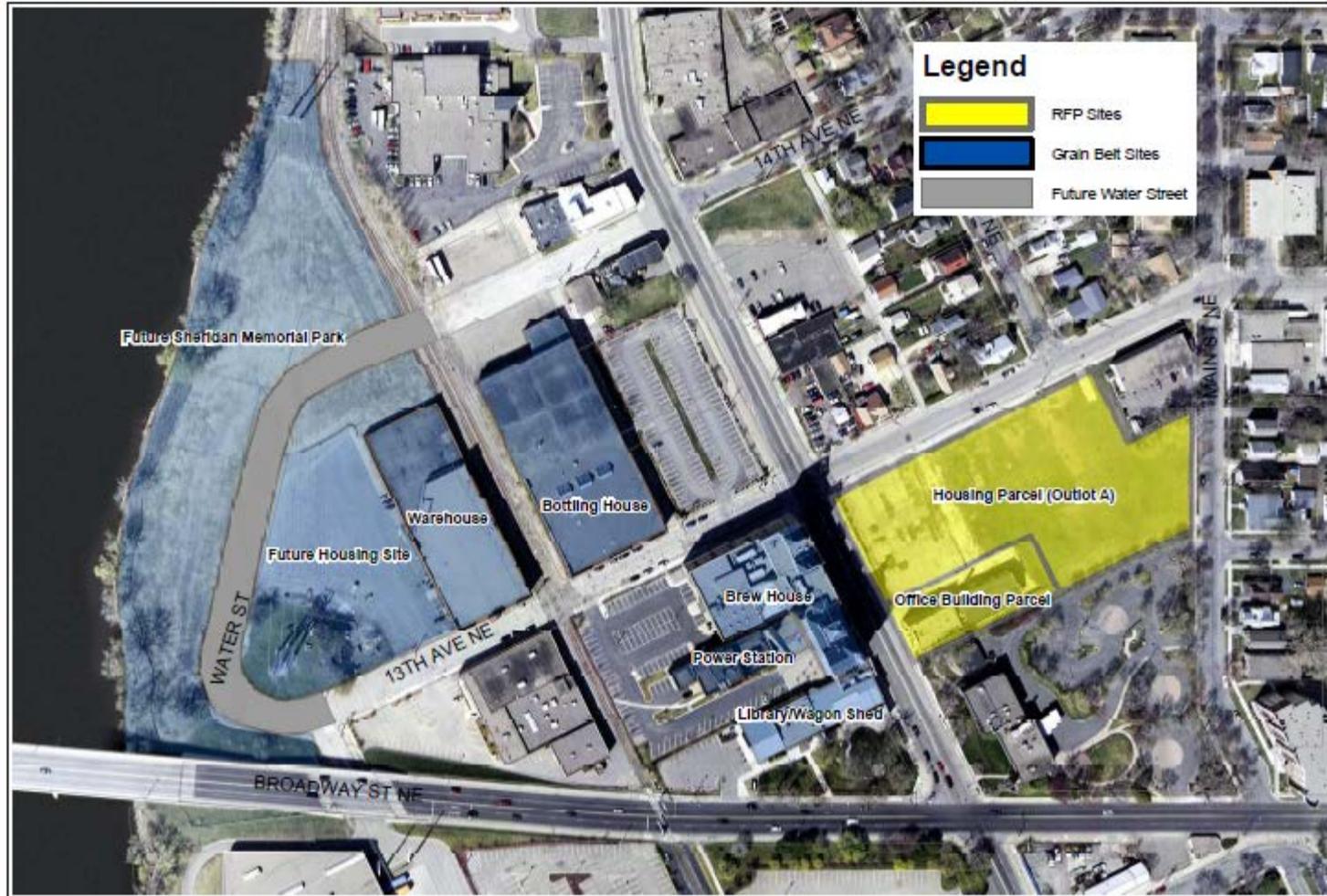
Filled to Capacity = 23,000sf

Temporary Warehouse Grain Belt Bottling House



Total Available Space = 67,000sf
Currently also houses the Emergency Management
Cache and specialized Police Vehicle and Equipment.
(2 year notice to vacate)

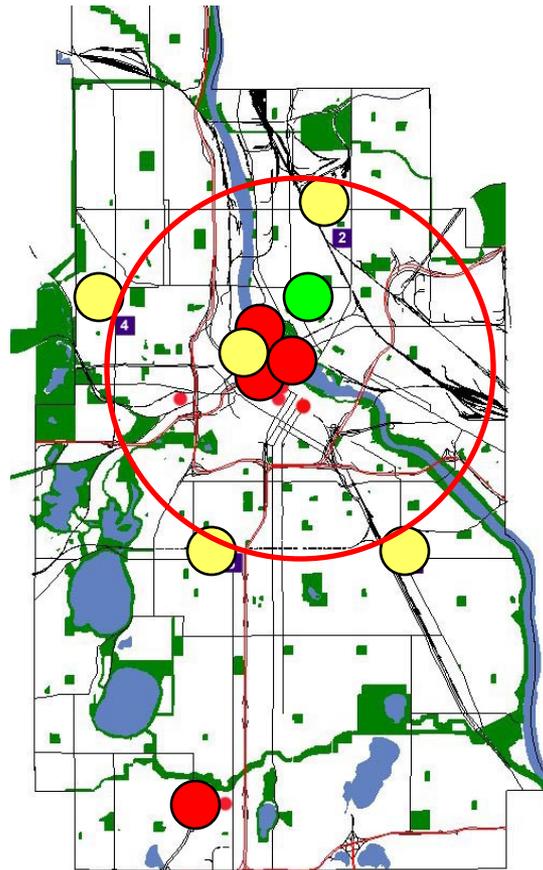
Grain Belt Redevelopment Area



Not all items to scale. For general reference purposes only.



Property & Evidence Locations



● Precincts

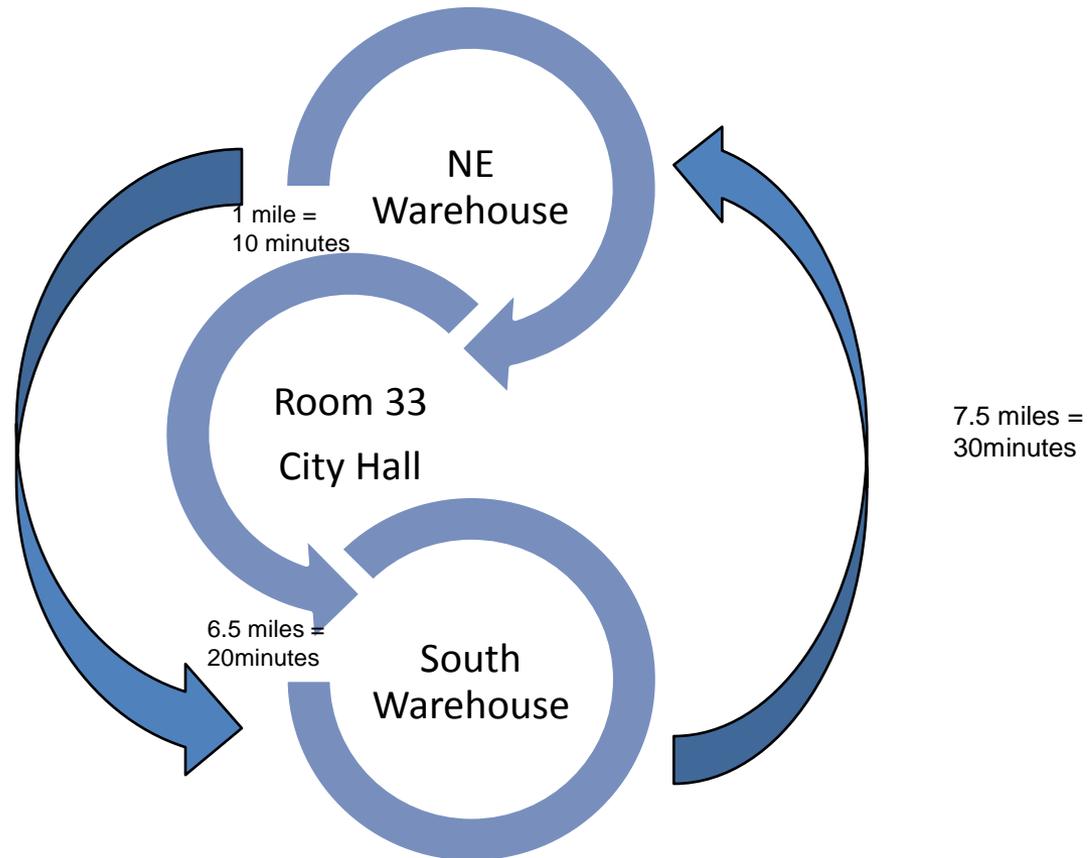
● Evidence Storage

- City Hall
- Warehouse (60th and Harriet)
- Fire Station No. 1 (530 3rd St. S.)
- Bomb & Arson Unit (Haaf Ramp)

● Grain Belt Brewery
(Temporary Space)



Movement of Evidence



Storage Issues



Short-term Storage (up to 4 years)

Long-term Storage (Indefinitely)



Storage Issues

Specialized Spaces



Narcotics Vault



Gun Vault



Storage Issues



Bulky Miscellaneous Items



Immediate Needs

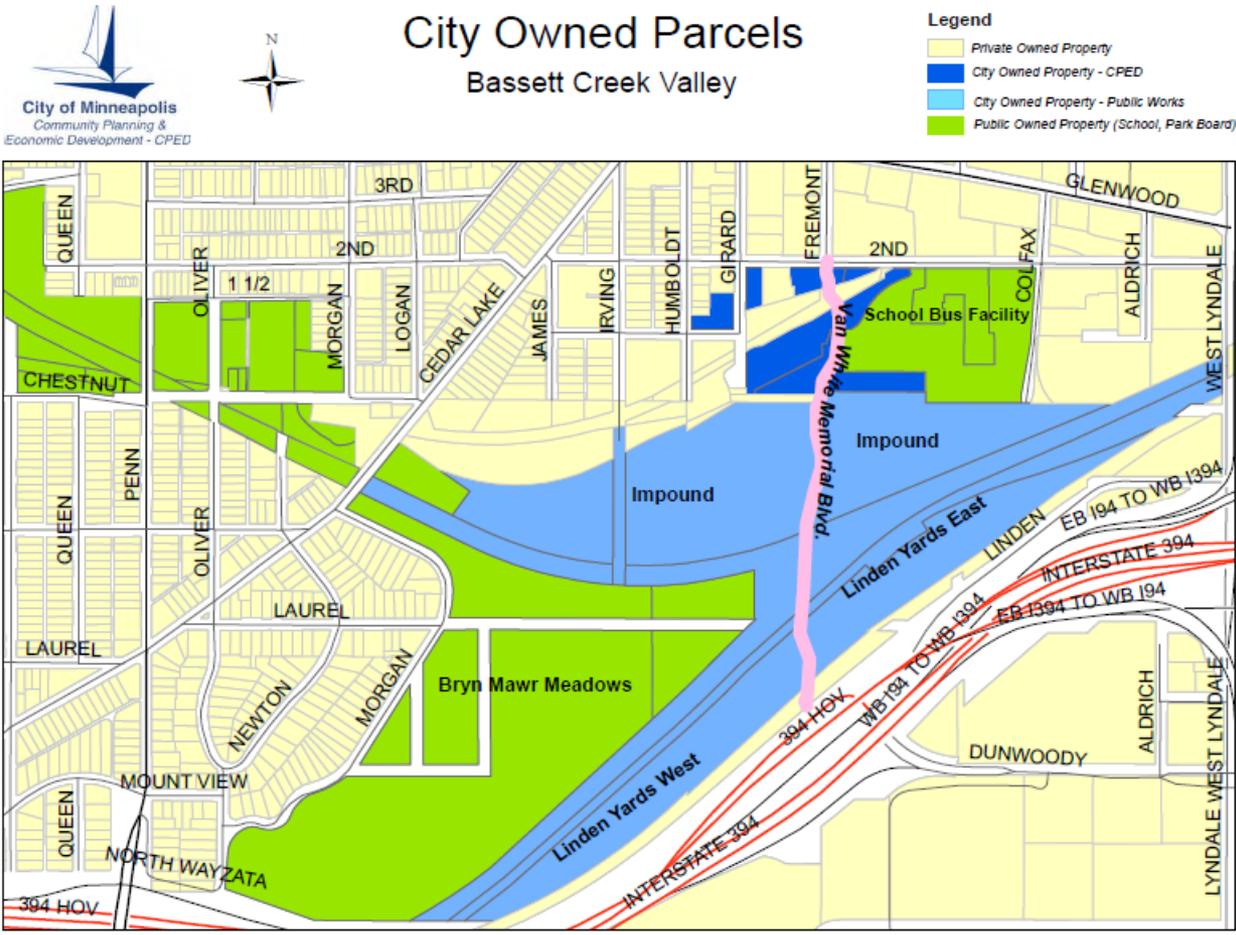
- Vacate City Hall 2016
- Vacate Grain Belt 2017



Options

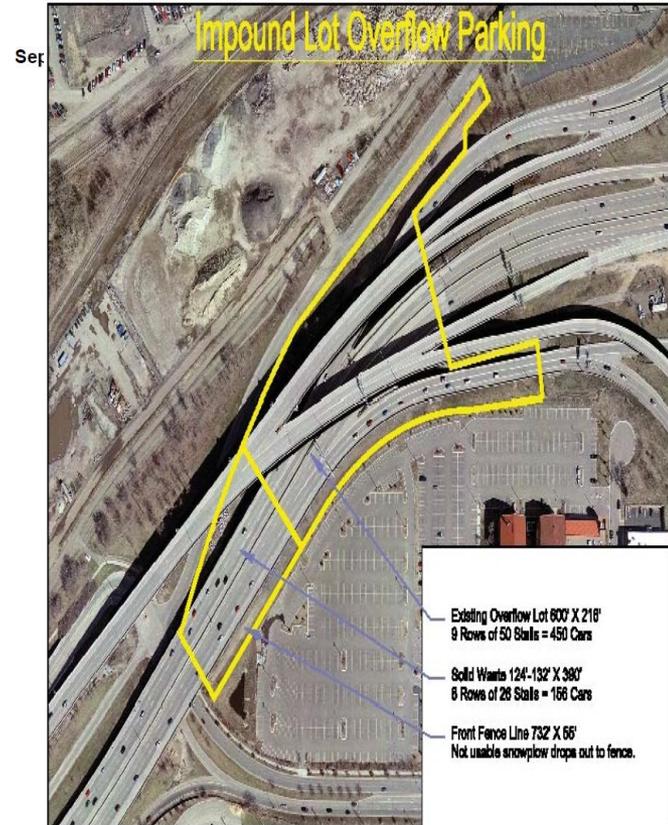
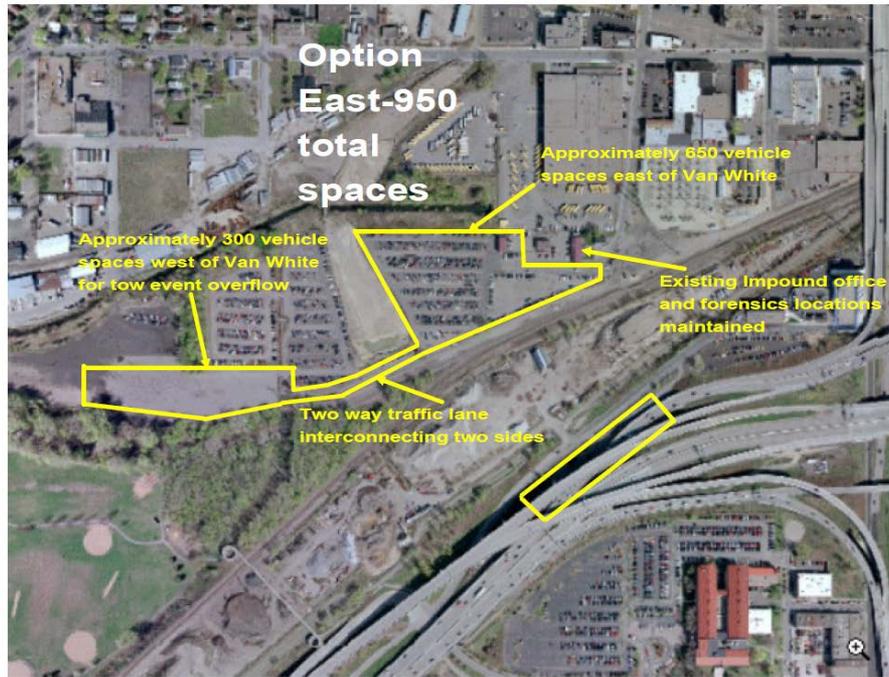
- Single building/site
- Multiple buildings/sites
- Combined with other Warehousing needs
 - Elections
 - Records Management

Impound Lot and Linden Yards



Freeing up Land

Latest Impound option East3



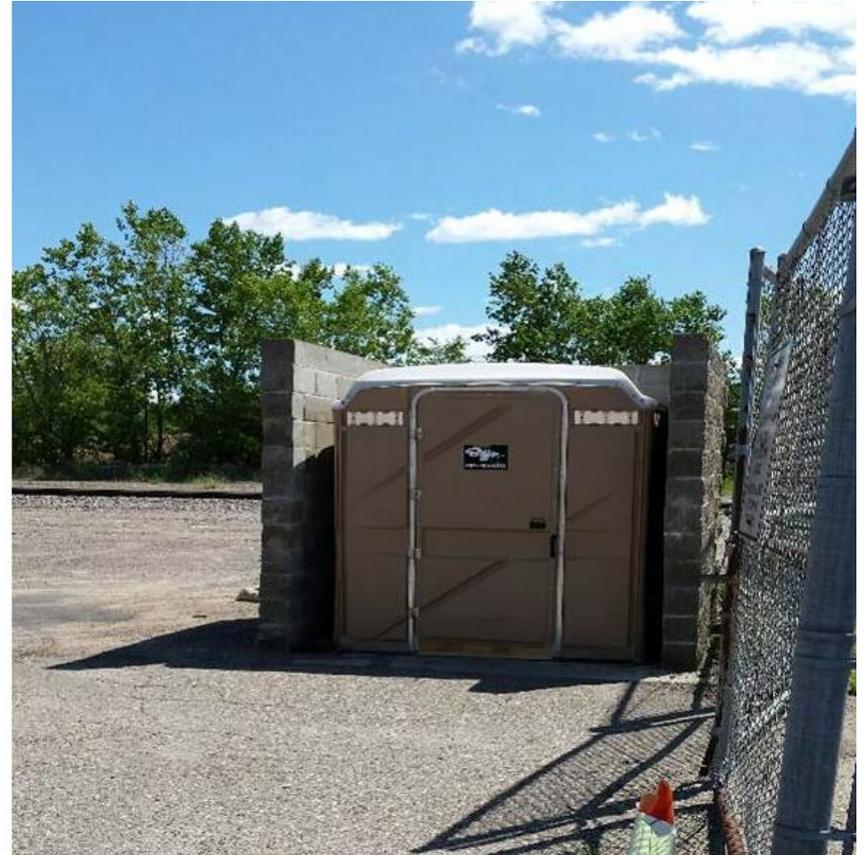
Impound Lot



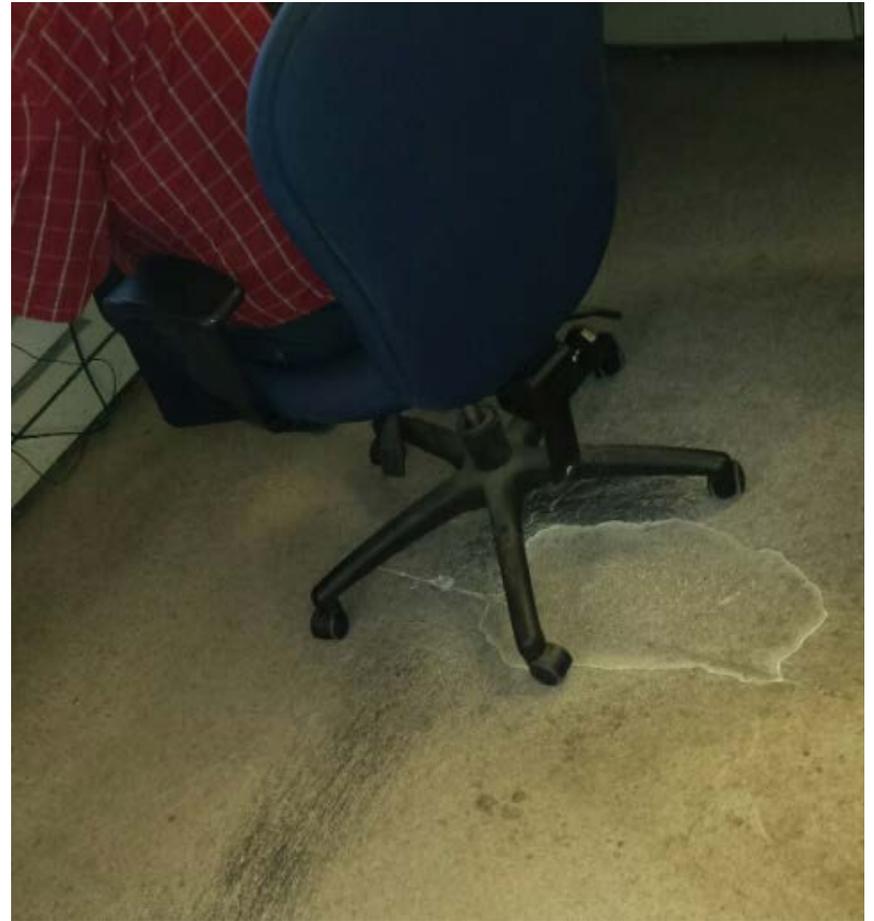
Improving Customer Service/Experience



Improving Customer Service/Experience



Improve Working Conditions for Staff



Be an Improved Neighbor



Solid Waste & Recycling Facility

Design and construct a new facility (on a new site) to support the long term operating needs of the Solid Waste and Recycling division of Public Works.

Project Description (2710 Pacific Street N.)



- **2013 Site and Facility Assessment Study**
 - Current Site and Facility require substantial investment (functionally obsolete)
 - Still not meeting current operational needs of the division.
- **New Site and Facility**
 - Meet the current operational needs
 - Accommodate Organics Collection
 - Free up current site for park development
 - Opportunity for CNG fleet



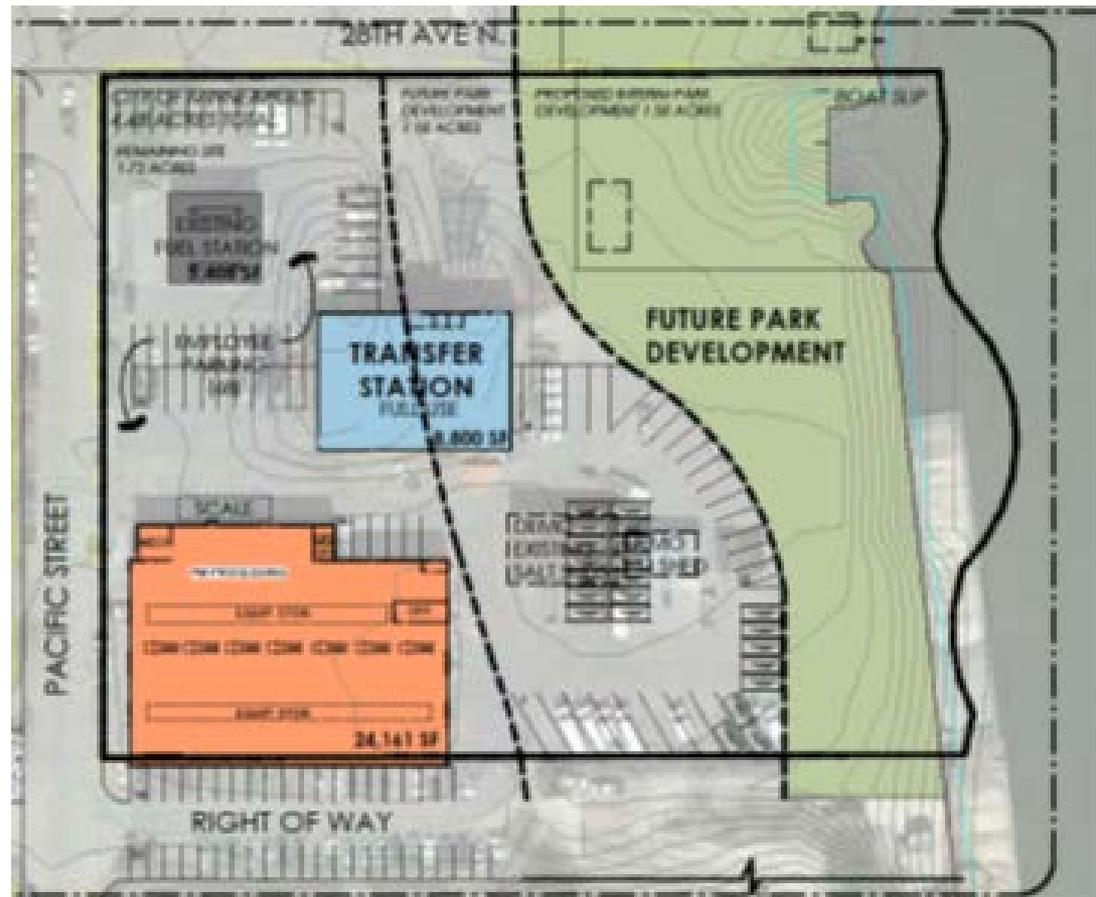
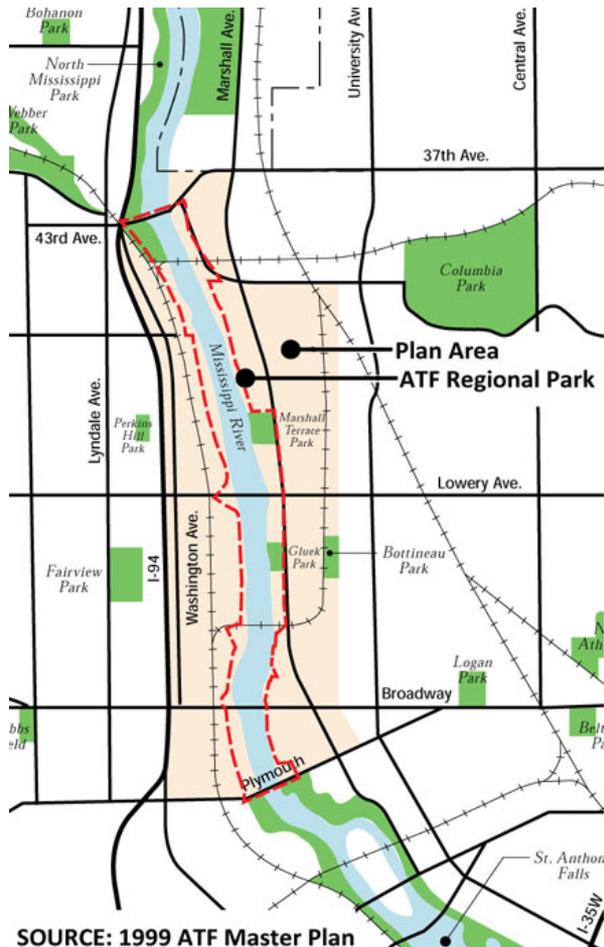


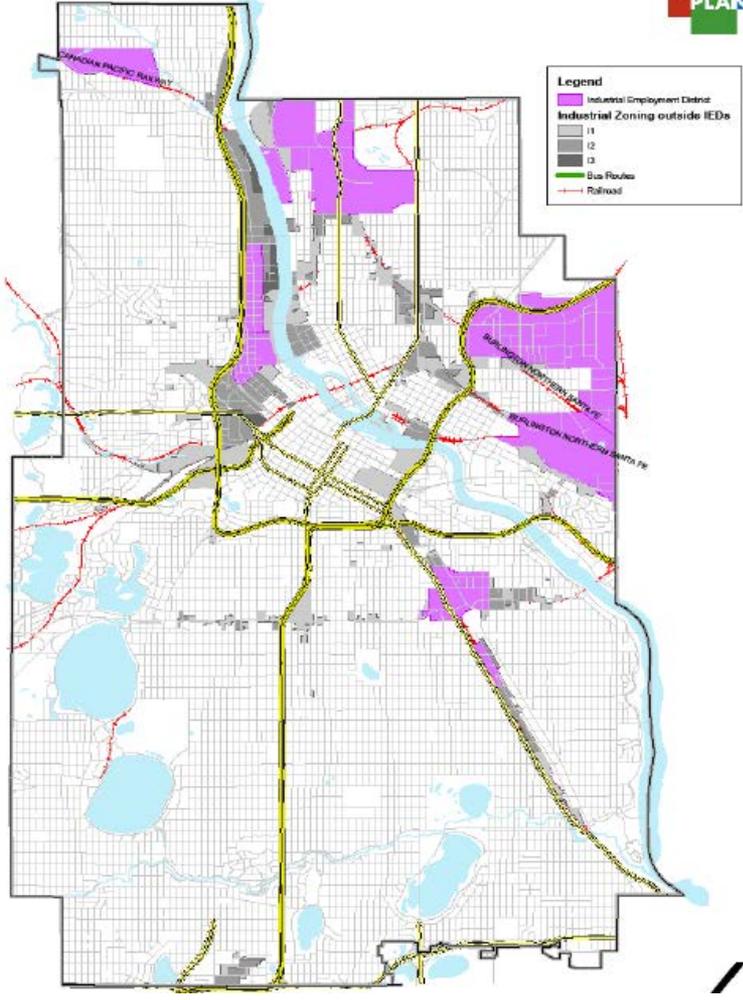
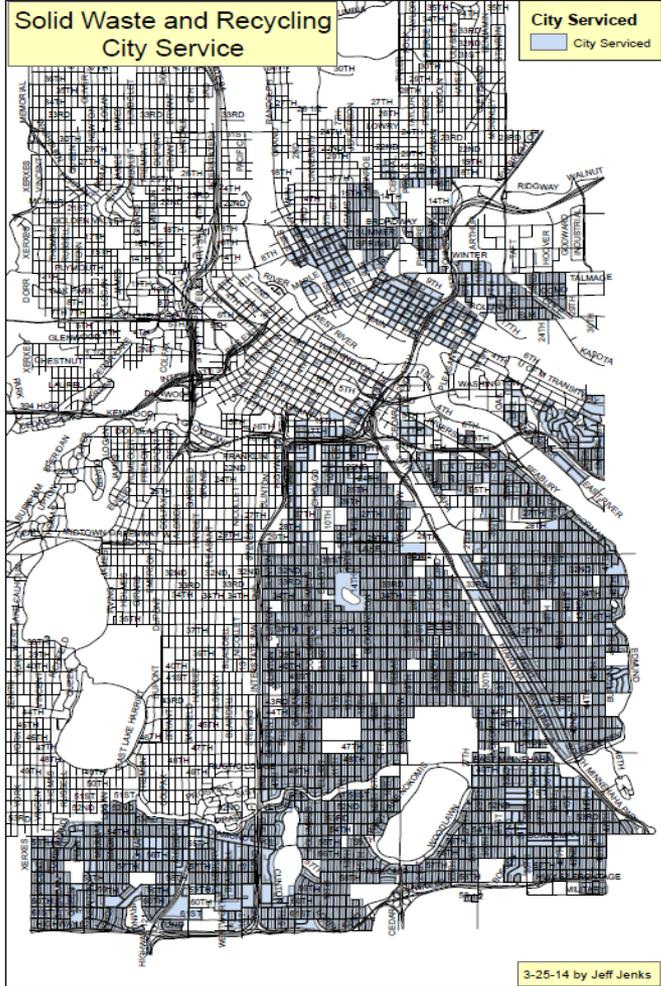






Above the Falls Master Plan





Planning Assumptions/Drivers:

- Above the Falls Master Plan (MPRB)
- Changes in Service Delivery
 - Single Sort
 - Consolidated Operation
 - Organics Collection
 - Zero Waste Opportunities
- Consolidate Administration with Field Operations

VEHICLE INFORMATION

VEHICLE / EQUIPMENT STORAGE NEEDED:

A. LARGE SPACES	65
B. MEDIUM SPACES	11
C. SMALL SPACES	25
D. EQUIPMENT SPACES	4
TOTAL INDOOR STORAGE SPACES:	105

19 ROLL-OFF BOXES - MED. SPACE (OUTDOOR): 19

TOTAL VEHICLE & EQUIPMENT STORAGE SPACES: 124

PROGRAM NEEDS

BUILDING PROGRAM NEEDS

A. 65 - LG. TRUCK @ 602 SF EACH:	39,130 SF
B. 11 - MED. TRUCK @ 312 SF EACH:	3,432 SF
C. 25 - SM. TRUCK @ 220 SF EACH:	5,500 SF
D. 4 - EQUIPMENT @ 144 SF EACH:	576 SF

SUPPORT (OFF./CONF./LOCKER, ETC.):	20,000 SF
WASH BAY(1) @ 2,280 SF EACH:	2,280 SF
REPAIR BAY (6) @ 1,220 SF EACH:	7,320 SF
WELDING SHOP:	1,520 SF
VEHICLE CIRCULATION:	10,000 SF
VEH. STOR. SUPPORT (MECH./PARTS/STOR., ETC.):	15,000 SF
PM PROCESSING:	8,000 SF
TOTAL BUILDING PROGRAM	112,758 SF

SITE PROGRAM NEEDS

SITE CIRCULATION @ 50% OF BUILDING SIZE (REC.):	56,379 SF
YARD AREA:	87,120 SF (2 ACRES)
TOTAL	143,499 SF

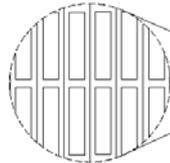
19 ROLL-OFF/SWAP BOXES @ 312 EACH + SITE CIRCULATION (100%):	11,856 SF
120 EMPLOYEE PARKING @ 200 SF EACH:	24,000 SF
SNOW STORAGE @ 1000 SF /ACRE	7,500 SF
SCALE + CIRCULATION (100%)	4,400 SF
FUELING + CIRCULATION (100%):	5,000 SF
TRANSFER STATION:	8,800 SF
TOTAL SITE PROGRAM	205,055 SF
TOTAL PROGRAM SF:	317,813 SF (7.30 ACRES)

FOR ANGLED PARKING	ADD 16,050 SF
TOTAL BUILDING PROGRAM SF W/ ANGLED PARKING:	128,808 SF

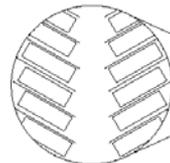
ADDITION SITE SF W/ ANGLED PARKING	8,525 SF
------------------------------------	----------

TOTAL ADDED SITE SF W/ ANGLED PARKING	24,575 SF
--	------------------

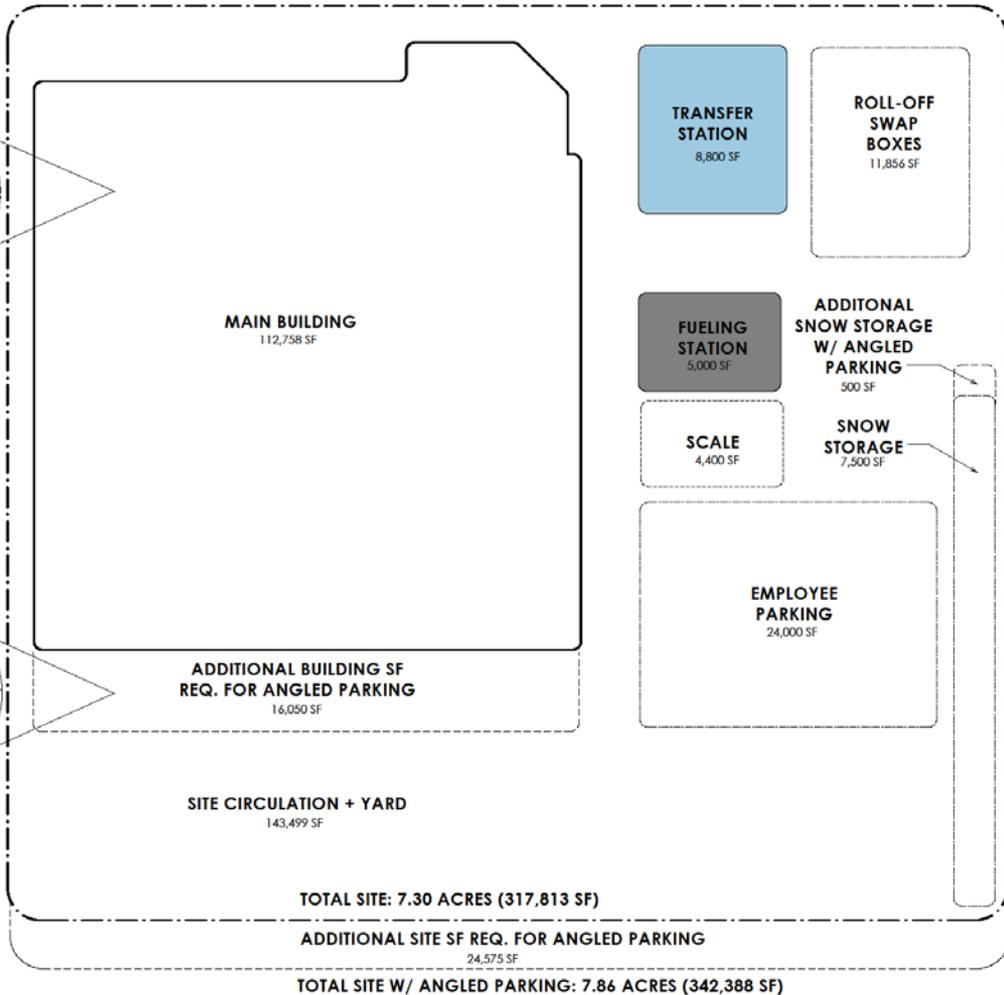
TOTAL PROGRAM SF W/ ANGLED PARKING:	342,388 SF (7.86 ACRES)
--	--------------------------------



Typical Parking Layout



Angled Parking Layout



3/16/2014 2:44:36 PM

SPACE NEEDS PLAN

LEED GOLD

① Generic Needs Diagram
1/32" = 1'-0"



Kodet Architectural Group, Ltd. © 2014

This drawing is the property of Kodet Architectural Group, Ltd. and is not to be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or by any information storage and retrieval system, without the prior written permission of Kodet Architectural Group, Ltd.

Date: 3/16/14
 Project No.: 91012
 Drawn By: AJ/NOJ
 Checked By: CH/NOJ
 Project Location: 2110
 Revision: 001

Kodet Architectural Group Ltd.
 15 Groveland Terrace • Minneapolis, MN 55403-1154
 Telephone: 612.377.2737 • Facsimile: 612.377.1331
 www.kodet.com

Minneapolis Solid Waste & Recycling Center
 Addition and Renovation
 2710 Pacific St. N.
 Minneapolis, MN 55411



- **Process Steps:**
 - Site Assessment (including due diligence)
 - Site Acquisition
 - Design and Construction
 - Relocation
 - Interim Use of Current Site
 - Park Development



**“Main Market”
&
Nicollet Mall**

The Vision for Minneapolis in the 21st Century

The Minneapolis Food Council works to provide access to quality food, address hunger and food insecurity, connect sectors of the food system, influence policy and decision-making, and ensure an environmentally sustainable and socially just food system.

The Farmers Market working group history and recommendations.

How this research builds on the past and helps to frame the future



Homegrown Minneapolis
healthy food. healthy city.

Our Minneapolis Farmers Markets

- History: 1930s-2014
 - Currently ranked first in the Twin Cities
 - Ranked among the top farmers markets nationally
 - 170 Vendors on weekends
 - Nicollet Mall market sprouted in 1986, 60 Vendors on Thursday
-
- Challenges, current conditions, opportunities: what is next for our Markets? How can we support them moving forward?



A Tale of Two Markets

Lyndale

- Healthy foods
- Looking for fair or even below-market prices



Nicollet Mall

- Looking for high quality produce and artisan food
- Willing to pay premium prices



The Vision for Nicollet Mall



- Market will be a destination for both Minneapolitans and visitors
- Will have capacity for more vendors and wider variety of products
- Provides opportunity to showcase MPLS Homegrown producers

The Vision for Lyndale

- Leveraging SWLRT station at Royalston (2020 opening)
 - Vision could include:
 - Enclosed corridor connecting stop to market
 - Indoor year round market
 - Processing facility
 - Distribution facility
 - Landscaping more green space



Lower North Loop Conceptual Diagram



Proposed Border
Ave extension

- Vision of the Future
 - 2016 Feasibility Study
 - 2017 Conceptual Design
 - 2018 Construction Begins
 - 2019 Finish Construction
 - 2020 FFE

How We'll Get There

Recommendations for Lyndale

- Municipal support of a strong central market
- Engage multiple stakeholders
- Secure relationships with developers, leverage new LRT development

Recommendations for Nicollet Mall

- Maintain the vision of the Market
- Support staging of existing market to ensure viability
- Bring clarity to lease agreements
- Lower barriers so more local artisans and vendors can enter the Market



Homegrown Minneapolis

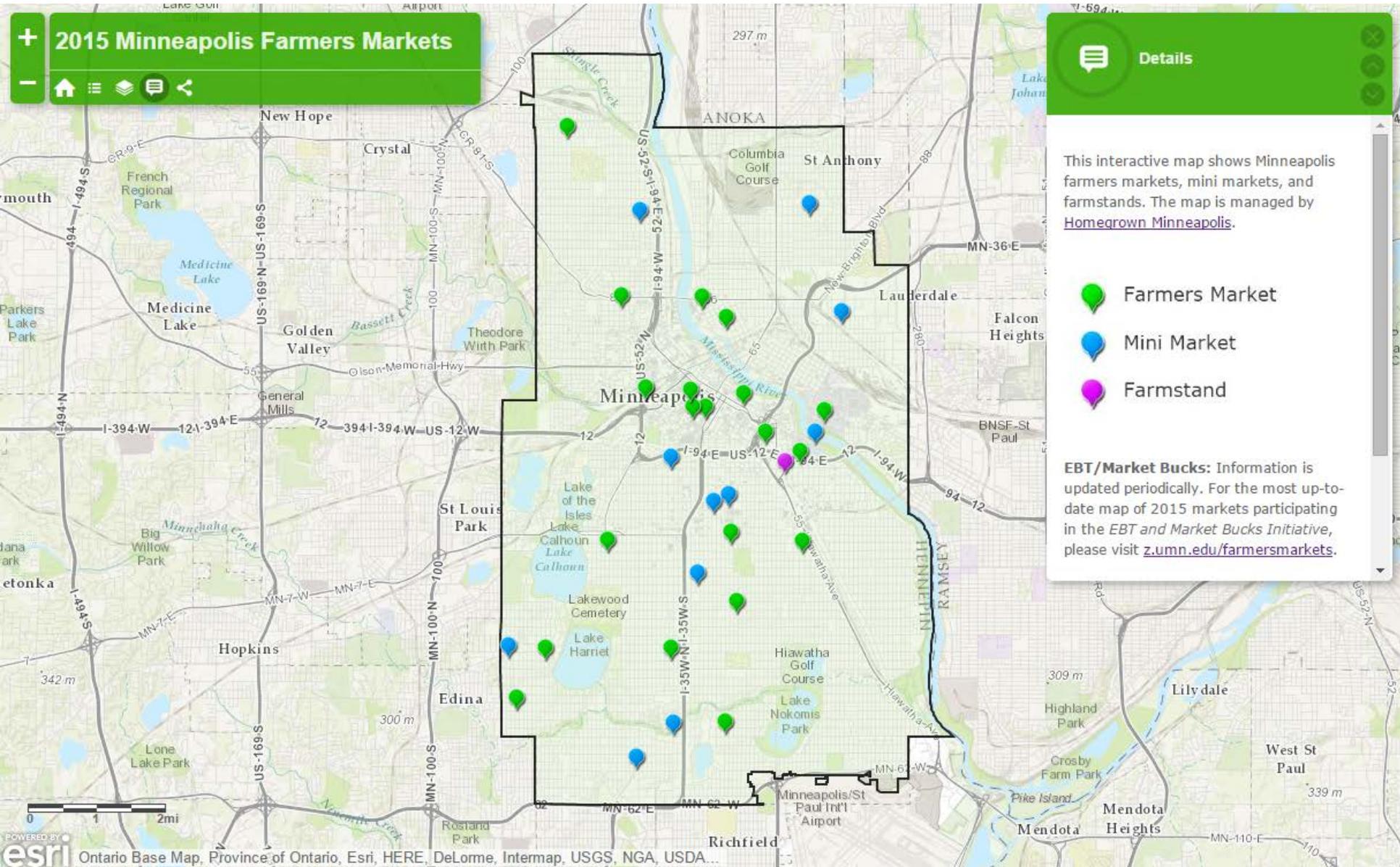
Minneapolis Farmers Markets serve residents throughout the City



- 35 + farmers markets throughout City in 2015
 - 23 Farmers markets/Produce & Craft Markets
 - 12 Mini-markets
- Municipal market at Lyndale Ave is largest market in City
 - ~115-120 vendors at Saturday/Sunday weekly markets, filling 235-250 stalls

2015 Minneapolis Farmers Markets

Details





Homegrown Minneapolis

Minneapolis Farmers Markets address food access barriers



- About half of Minneapolis farmers market and mini-market accept food support payments (EBT/SNAP) in 2015
- Minneapolis farmers markets redeemed more than \$100,00 in SNAP/EBT and Market Bucks in 2014
- Minneapolis Farmers Market at Lyndale Ave redeemed more than \$58,000 in SNAP/EBT and Market Bucks in 2014



Homegrown Minneapolis

Minneapolis Farmers Markets support economic development



- Our farmers markets are an important economic marketplace-Minnesota farmers markets contribute an estimated \$63.5 million annual net economic benefit for the state.

http://www.mn2020.org/assets/uploads/article/Fertile_Ground_web.pdf



Questions/discussion