

**UNIVERSITY OF MINNESOTA**  
**BOARD OF REGENTS**  
**Facilities and Operations Committee**

**Thursday, May 9, 2013**

**9:45 - 11:45 a.m.**

**600 McNamara Alumni Center, West Committee Room**

**Committee Members**

Dean Johnson, Chair  
Clyde Allen, Vice Chair  
Laura Brod  
John Frobenius  
David Larson  
Peggy Lucas

**Student Representatives**

Jesse Jennings  
Molly Tomfohrde

**AGENDA**

1. Schematic Plans - Review/Action - P. Wheelock/S. Crouch/S. Smith (pp. 2-6)
  - A. Mechanical Engineering Building Infrastructure Remodel - Twin Cities Campus
2. UMD Campus Master Plan - Review - L. Black/P. Wheelock/M. MacKenzie (pp. 7-98)
3. Annual Report on Space Utilization Initiatives - P. Wheelock/B. Swanson (pp. 99-100)
4. Project Components of the President's Recommended Six-Year Capital Plan - Review - P. Wheelock/K. Hanson (p. 101)
5. Project Components of the President's Recommended FY 2014 Capital Improvement Budget - Review - P. Wheelock/S. Smith/M. MacKenzie (pp. 102-103)
6. Information Items - P. Wheelock (pp. 104-106)
7. Resolution Approving Agreements with the Minnesota Vikings to Play at TCF Bank Stadium - P. Wheelock/M. Rotenburg (pp. 107-111)



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Facilities and Operations Committee**

**May 9, 2013**

**Agenda Item:** Schematic Plans

review       review/action       action       discussion

**Presenters:** Vice President Pamela Wheelock  
Dean Steven Crouch  
Assistant Vice President Suzanne Smith

**Purpose:**

policy       background/context       oversight       strategic positioning

In accordance with the Board of Regents Policy: *Reservation and Delegation of Authority*, review and act on the Schematic Plans for the Mechanical Engineering Building Infrastructure Remodel Project located on the Twin Cities East Bank Campus.

**Outline of Key Points/Policy Issues:**

The attached Project Data Sheet addresses the basis for request, project scope, cost estimate, funding, and schedule. A map locating the project is also attached.

This project includes a comprehensive replacement and upgrade to its' central infrastructure support systems designed to ultimately serve all spaces in the west and north wings of "Old Mechanical Engineering" and to correct the numerous building code and accessibility deficiencies that currently exist.

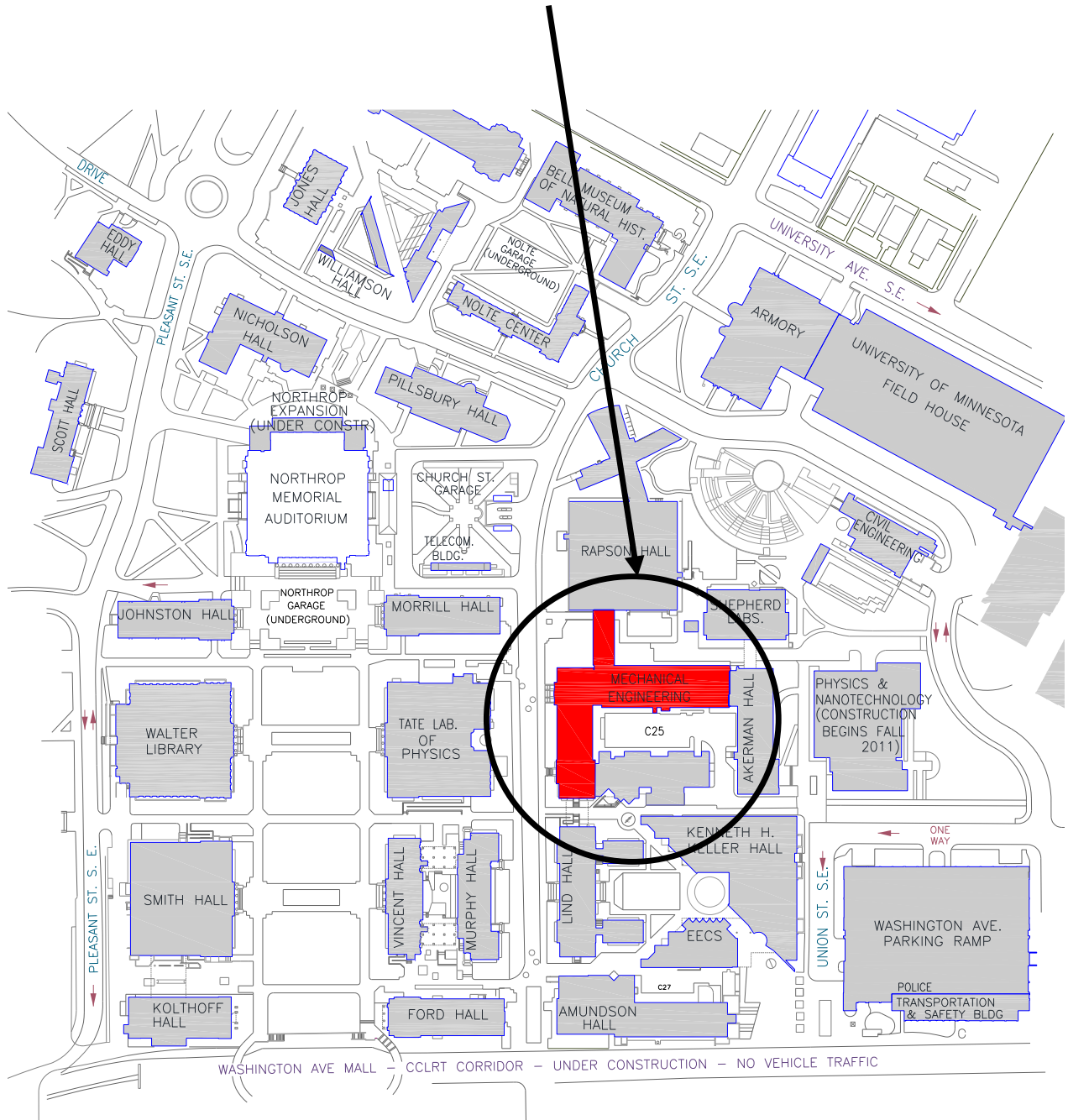
**Background Information:**

Mechanical Engineering Building Infrastructure Remodel project funding, in the amount of \$12,758,000, was included in the FY 2012 and FY 2013 Capital Budget's HEAPR funds, approved by the Board of Regents at the June 2011 and June 2012 meetings. The funding will complete the full project design and Phase 1 construction work. The balance of the project funding, in the amount of \$31,597,000, will be requested in future HEAPR funding.

**President's Recommendation for Action:**

The President recommends approval of schematic design plans for the Mechanical Engineering Building Infrastructure Remodel Project located on the Twin Cities East Bank Campus and of the appropriate administrative officers proceeding with the completion of the design and construction for this project.

# MECHANICAL ENGINEERING INFRASTRUCTURE PROJECT LOCATION



**UNIVERSITY OF MINNESOTA**  
**TWIN CITIES EAST BANK CAMPUS**



**Twin Cities Campus**  
**Project No. 01-265-11-1092**

**1. Basis for Request:**

The Mechanical Engineering building, which houses the Mechanical Engineering Department, was originally constructed over 60 years ago and has remained largely unchanged since that time. The building systems, though well maintained, are beyond their useful life and less than adequate in support of modern educational and research programs. As a result, remodeling the building to support changing needs becomes difficult and disjointed. The building infrastructure systems need to be replaced to create a modern, flexible use building.

Capital Plan Metrics addressed by this project:

Ensure student success by:

- Creating facilities that are directly related to recruiting, educating, supporting, and graduating students

Ensure research productivity and impact by:

- Providing space conducive to the conduct of contemporary research in order to enhance competitiveness
- Providing regulatory, code, and life safety upgrades for facilities which leverage the highest priority funded research

Protecting public assets and investment by:

- Improving facility conditions, addressing code deficiencies, life safety, and accessibility requirements
- Making infrastructure investments that ensure reliability over the long term, lower energy and operating costs, and advance environmental stewardship

**2. Scope of Project:**

This project includes the remodeling of the infrastructure systems for the Mechanical Engineering building located at 111 Church Street SE. Originally constructed in 1948, the Mechanical Engineering building has served the needs of the University without significant changes since that time.

The building needs to be modernized with a comprehensive replacement and upgrade to its central infrastructure support systems designed to ultimately serve all spaces in the west and north wings of “Old Mechanical Engineering”, approximately 160,000 gsf, and to correct the numerous building code and accessibility deficiencies that currently exist. Without remodeling of these central infrastructure systems, individual departmental changes become prohibitively expensive and uncoordinated within the building. By taking a comprehensive approach to addressing the central deficiencies, the building will be positioned to effectively support future departmental remodeling changes as they are needed.

The infrastructure systems’ upgrades include new mechanical and electrical systems, elevators, windows, and toilet rooms. The south wing addition’s infrastructure systems, built in 2000, are “stand-alone” systems and are not included in this project. The building’s exterior brick and stone finishes will also be repaired where needed.

This project is being funded with HEAPR dollars. Due to the total project cost, this project will be constructed in multiple phases based on the allocated HEAPR funds per budget cycle. The schematic design is for the entire project. Phase 1 includes the following

elements: replaces the main electrical service, relocates the main telecom room, installs a new passenger elevator and a freight elevator, and encloses the existing north wing central stair (code required). Renovation of existing restrooms to comply with ADA is included as an alternate for this phase.

Future Phase 2 and 3 will include the following elements: Installation of a new mechanical penthouse on top of the north wing with new air handling units and associated structural support frame, new vertical duct shafts and piping risers through building floors, new electrical rooms on each floor with new vertical electrical risers, and secondary telecom rooms) on each floor with new vertical telecom risers, horizontal ductwork, heating/cooling piping, electrical, and telecom distribution into rooms on all floors. Additionally, tuck pointing of the exterior brick, stone repairs, and lintel repairs will be done as will the replacement of windows on the west and north wings

**3. Master Plan:**

This project is consistent with following March 2009 Twin Cities Campus Master Plan Guiding Principles:

- Six: Foster a safe, secure, and accessible campus environment
- Nine: Optimize the use of campus land and facilities and apply best practices
- Eleven: Develop a campus that is environmentally and operationally sustainable

**4. Environmental Issues:**

Hazardous materials, which include asbestos, will be abated as a part of the project work and budget.

**5. Cost Estimate:**

<u>Phase 1</u>	
Construction Cost	\$7,933,000
Phase 1 Non-Construction Cost (includes entire project's design fees)	\$4,825,000
Subtotal Project Cost	\$12,758,000
<u>Future Phase 2 &amp; 3</u>	
Construction Cost	\$29,983,000
Non-Construction Cost	\$1,614,000
Subtotal Project Cost	\$15,710,000
<hr/>	
TOTAL PROJECT COST	\$44,355,000

**6. Capital Funding:**

<b>Funding To Date:</b>	
2011 and 2012 State HEAPR Appropriation	\$12,758,000
Total Capital Funding	\$12,758,000

**7. Capital Budget Approvals:**

The FY 2012 and FY 2013 Capital Budgets included \$58,000 and \$12,700,000, and were approved by the Board of Regents in June 2011 and June 2012, respectively.

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

The projected annual cost to operate and maintain the facility increases approximately \$3 and up to \$5 per square foot (\$480,000 - \$800,000/year).

**9. Schedule:**

Complete Phase 1 Design	August 2013
Complete Remainder of Design	January 2014
Begin Phase 1 Construction	September 2013
Complete Phase 1 Construction	September 2014


**10. Architect and Construction Manager:**

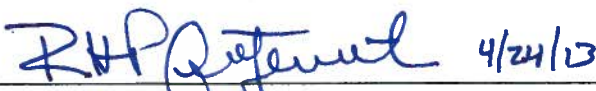
This project will be delivered using the Construction Manager at Risk Project Delivery Method.

Architect:	Architectural Alliance, Minneapolis
Construction Manager:	M.A. Mortenson, Minneapolis

**11. Recommendation:**

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

  
 \_\_\_\_\_  
 Karen Hanson, Senior Vice President for Academic Affairs and Provost

  
 \_\_\_\_\_  
 Richard Pfutzenreuter, Vice President and Chief Financial Officer

  
 \_\_\_\_\_  
 Pamela Wheelock, Vice President for University Services



## UNIVERSITY OF MINNESOTA BOARD OF REGENTS

### Facilities and Operations Committee

May 9, 2013

**Agenda Item:** University of Minnesota Duluth Campus Master Plan Update

review       review/action       action       discussion

**Presenters:** Chancellor Lendley Black  
Vice President Pamela Wheelock  
Monique MacKenzie, Director of Capital Planning

### **Purpose:**

policy       background/context       oversight       strategic positioning

Present to the Board of Regents an updated University of Minnesota Duluth Campus Master Plan that supports the University's Strategic Plan and mission to integrate liberal education, research, creative activity, and public engagement and prepare students to thrive as lifelong learners and globally engaged citizens. The updated Master Plan defines a conceptual and physical framework, guided by master plan principles and goals, for making physical changes to the campus over time. The plan describes the long-term vision for the campus as well as short-term implementation goals. This includes guidance on land use, buildings and infrastructure, open space, natural features, and circulation networks for movement to, from, and around the campus.

### **Outline of Key Points/Policy Issues:**

Serving the people of Minnesota and beyond, the University of Minnesota Duluth (UMD) takes full advantage of its Northeast Minnesota location on the dramatic shores of Lake Superior to offer a quality living and learning experience. It nurtures student success in an academic culture of high expectations through a learning-centered environment characterized by innovative comprehensive undergraduate and graduate programs, student life initiatives, discipline-specific and interdisciplinary research opportunities, creative endeavors, and thriving international exchanges.

UMD's new vision focuses on students learning and growing through experience, critical inquiry, and interaction with other learners. It eagerly embraces a global future while maintaining a strong presence in the cultural, economic, and intellectual life of the Duluth community, the Northland, the state, and the nation.

UMD endeavors to become and remain a model of community engagement and service which improves the quality of life for all and deepens the understanding, meaning, and purpose of the UMD educational experience. This updated Master Plan provides the flexible framework to accommodate change while guiding the incremental physical manifestation of the University Strategic Plan.

### Master Plan Guiding Principles and Goals

The intent of the guiding principles is to provide an overarching framework that ground future decision making. The principles are commonly agreed-upon ideas about how the campus should evolve and how implementation should be prioritized. The Master Plan Guiding Principles are as follows:

- Establish a clear campus edge on West College Street and Woodland Avenue
- Establish primary campus entries
- Maintain and strengthen the “academic core” of the campus
- Connect the campus to the regional environment
- Visibly manifest sustainability

The Master Plan Goals are supported by the guiding principles and provide a more focused set of expectations for implementation. The Master Plan Goals include:

- Create a front door for the UMD Campus
- Develop a focal point for the UMD Campus
- Make the UMD Campus more visible
- Enhance the visual quality of UMD Campus
- Create a pedestrian and bicycle friendly UMD Campus
- Connect and integrate UMD Campus into the City of Duluth

### Trends and Assumptions

This Master Plan update is predicated on a variety of assumptions that informed the underlying planning process, approach and methodology. These assumptions include:

- This plan describes strategies for change and growth; final solutions will require additional planning, design, and engineering to resolve specific programmatic and functional requirements.
- The 2005 Master Plan content and background inform this master plan. Changes to the 2005 plan are noted herein.
- Enrollment will continue to increase at a modest rate, approximately, 1%-2% per year.
- The campus is essentially land-locked on all sides with the exception of several strategic expansion areas.
- Existing natural areas should be preserved.
- Recommendations should be fiscally responsible and achievable.
- Parking stall quantity should remain static.
- Transit service to and from the campus will continue.
- On-campus sports and recreation fields must be preserved.
- On-campus housing capacity is adequate; any future demand will be absorbed by the private sector.

### Key Initiatives

The immediate focus of the Master Plan Update will be to design and construct the new “Visitor Gateway” entry on the south side of the campus off of West College Street. A second new entry, the “Grand Ped/Bike Gateway” will be designed and constructed off of Woodland Avenue. This ped/bike gateway will provide a much stronger and safer access point to campus from the Blue Stone Commons residential and commercial (private) development as well as other areas east of Woodland Avenue.

Additional near-term activities involve working with the City of Duluth on a possible reconfiguration/relocation of the West College Street/Woodland intersection to Clover Street, implementation of several “in-process” design/construction projects, and planning for future capital projects. These capital projects are aligned with the goals outlined in UMD’s Strategic Plan.

### Strategic Plan Campus Goals

- Goal 1: Promote integrated curricular, co-curricular, and living-learning undergraduate experiences that achieve UMD’s student learning goals and prepare students for lifelong learning, globally engaged citizenship, and success in their academic, personal, and professional lives.
- Goal 2: Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.
- Goal 3: Establish UMD as a center of excellence for graduate studies in the Upper Midwest.



- Goal 4: Advance UMD’s stature as a major campus for research and creative activities, leveraging our region’s unique natural, human, and cultural resources.
- Goal 5: Strengthen ties with Duluth and surrounding communities in an intentional, visible, and mutually beneficial partnership.
- Goal 6: Utilize UMD’s infrastructure; technologies; and information, human and financial resources to support the campus in a sustainable manner.

### Plan Elements and Guidance

The plan recommendations are broken down into five main sections. Each section contains a general description of guidelines that should be taken into account when making decisions about future investments.

The sections in the plan are listed below:

1. Land use
  - The recommended land use plan generally follows the historic development pattern of the campus.
2. Public Spaces and Buildings
  - There should be a synergy between buildings and open space on campus.
  - Create a variety of open space types on campus.
  - The northern forest environment should be invited into the campus.
3. Movement and Circulation
  - Systems should work together to promote ease of access and clear routes to, and within, the campus.
  - Pedestrian movement should be of primary importance on campus.
  - Enhance routes, services, and storage for bicycles on campus.
  - Transit should be integrated into the campus movement systems, signage and amenities.
  - Vehicular access should be clear for visitors and discreet for regular users.
4. Parking
  - De-emphasize parking as the primary first impression of the campus.
5. Additional Considerations
  - Internal circulation—legibility, light and views
  - Off-campus facilities—ambassadors and brand stewards

### **Background Information:**

Included in the docket material is a copy of the University of Minnesota Duluth Master Plan. The full Plan can be found at: [http://www.d.umn.edu/fm/construction/master\\_rev\\_2013.pdf](http://www.d.umn.edu/fm/construction/master_rev_2013.pdf)

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

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

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

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

In September 1996, the Board of Regents adopted a resolution directing the campus master plans reviewed earlier in the year to be used to “guide the future development of the campuses

in accordance with the four planning principles and the policies, procedures, and strategies therein will be the basis for all future master planning decisions.”

In 2012, the University of Minnesota Duluth engaged Hay Dobbs Architects to undertake this Master Plan Update. This Master Plan Update is an update to the 2005 Campus Master Plan and is predicated on much of the conceptual and strategic direction set by the 2005 plan. This update to the UMD Campus Master Plan was undertaken with ongoing involvement and participation by the UMD Physical Facilities Committee (PFC) as well as campus leadership.

The PFC was charged with the task of evaluating, researching, analyzing, planning, and recommending implementation of an updated Campus Master Plan to address a short-and long-term planning time frame. Committee members were chosen to represent specific areas of the University and to gather input from their respective constituents. The PFC held scheduled planning meetings, workshops and two on-campus forums to both garner and communicate information. The committee members were:

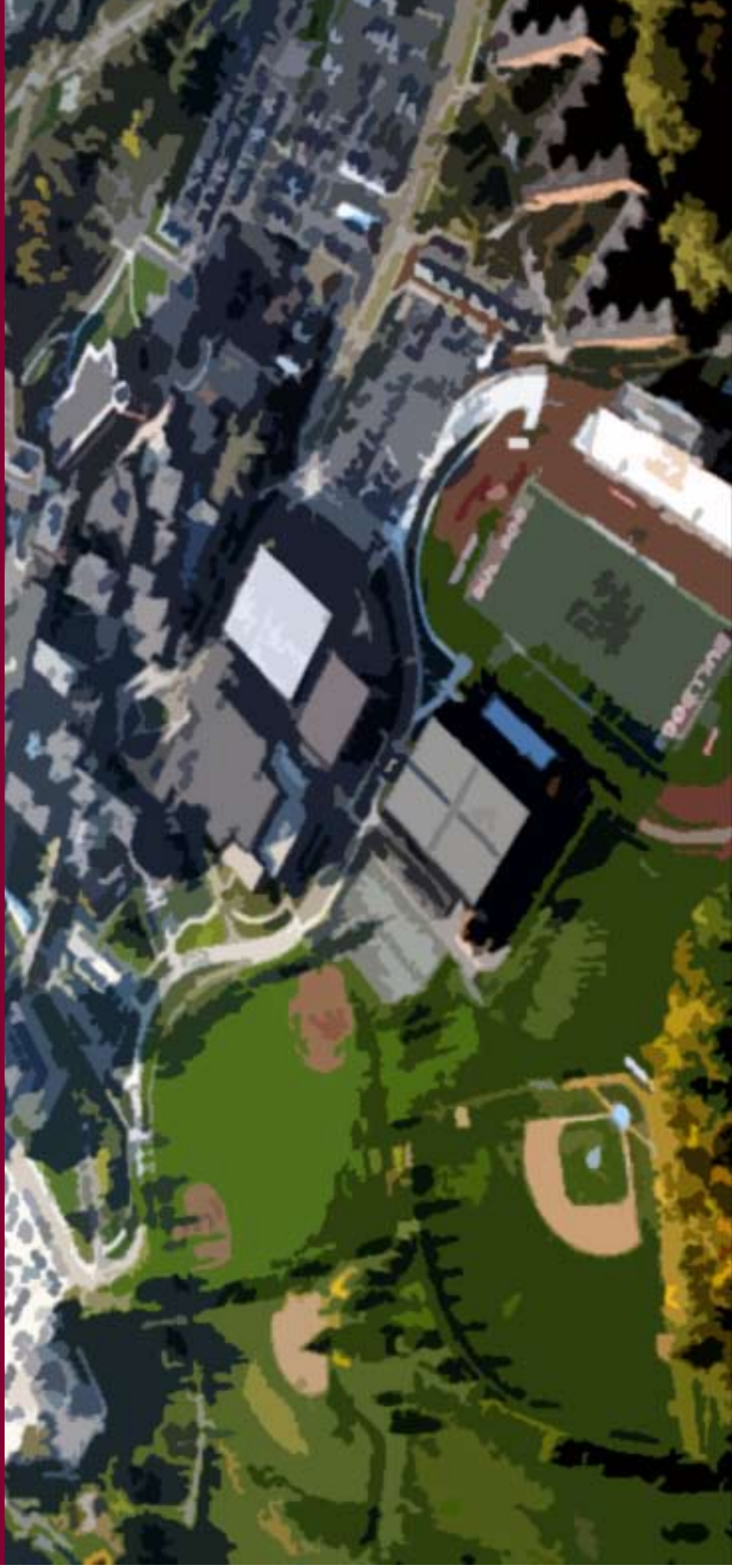
Steve Bardolph, Assistant Professor, Art and Design  
Lester Drewes, Professor, Biochemistry and Molecular Biology  
Amanda Fudala, Program Associate, Facilities Management  
Jodi Carlson Grebinoski, Associate Librarian  
Ava Heinrich, Student Representative  
Pat Keenan, Administrative Director, Student Life  
John King, Director, Facilities Management  
Bob Krumwiede, Associate Vice Chancellor, Academic Affairs  
Joan Kwako, Associate Professor, Education  
Mick McComber, Senior Administrative Director, Recreational Sports  
Nik Hassan, Associate Professor, Finance and Management Information Sciences  
Adam Pine, Assistant Professor, Geography  
John Rashid, Associate Director, Facilities Management  
Lisa Pratt, Director, Alumni Relations  
Harlan Stech, Professor, Math and Statistics  
Molly Tomfohrde, Student Representative  
Matthew Weber, Student Representative  
Drew Wimmer, Assistant Professor, Theater  
Lorentz Wittmers, Interim Director, Center for American Indian and Minority Health;  
Director, Animal Services; Associate Professor, Biomedical Sciences  
Mark Zmudy, Assistant Professor, Health, Physical Education and Recreation

Additional participants included Lendley Black, Chancellor; Mike Seymour, Vice Chancellor, Finance and Operations; and Cheryl Love, Supervisor, Parking Services.

The Master Plan was presented to the UMD campus neighborhood at the annual neighbors meeting in October 2012 and to the UMD campus community (which included students, faculty, and staff) in October and December of 2012. It was also presented to the Duluth City Council in February 2013. The final documentation of the update was published and presented in early 2013, resulting in the document presented to the Board of Regents in May.

University of Minnesota Duluth

# Campus Master Plan Update 2013



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  - Midwest Traffic Consulting, LLC
- Board of Regents Campus Master Planning Principles
  - Campus Master Planning Principles

Lead Master Plan Consulting Firm:



[www.haydobbs.com](http://www.haydobbs.com)



UNIVERSITY OF MINNESOTA DULUTH  
Driven to Discover

# ACKNOWLEDGEMENTS

This update to the UMD Campus Master Plan was undertaken with ongoing involvement and participation by the UMD Physical Facilities Committee (PFC) as well as campus leadership. The PFC was charged with the task of evaluating, researching, analyzing, planning, and recommending implementation of an updated Campus Master Plan to address a short and long term planning time frame. Committee members were chosen to represent specific areas of the University and to gather input from their respective constituents. The PFC held scheduled planning meetings, workshops and two on-campus forums as vehicles to both garner and communicate information relevant to the update of the broader University.

## Physical Facilities Committee:

Steve Bardolph, Assistant Professor, Art and Design  
Lester Drewes, Professor, Biochemistry and Molecular Biology  
Amanda Fudala, Program Associate, Facilities Management  
Jodi Carlson Grebinoski, Associate Librarian  
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## Additional Participants:

Lendley Black, Chancellor  
Mike Seymour, Vice Chancellor, Finance and Operations  
Cheryl Love, Supervisor, Parking Services

Lead Master Plan Consulting Firm:



[www.haydobbs.com](http://www.haydobbs.com)

University of Minnesota Duluth  
**Campus Master Plan**  
Update



# EXECUTIVE SUMMARY

## Introduction

In 2012, the University of Minnesota Duluth engaged Hay Dobbs Architects to undertake this Master Plan Update. This Master Plan Update is an update to the 2005 Campus Master plan and is predicated on much of the conceptual and strategic direction set by the 2005 Plan. The Update was undertaken with ongoing involvement and participation by the UMD Physical Facilities Committee (PFC) as well as campus leadership. The Update will support the University's Strategic Plan and Academic Mission by guiding future land use and development decisions. The final documentation of the Update was published and presented in early 2013.

The UMD 2013 Campus Master Plan Update defines a conceptual and physical framework, guided by master plan principles and goals, for making physical changes to the campus over time. The plan describes the long term vision for the campus as well as short term implementation goals. This includes guidance on land use, buildings and infrastructure, open space, natural features, and circulation networks for movement to, from and around the campus.



## Guiding Principles

The intent of the Guiding Principles is to provide an overarching framework of ideas that ground future decision making. The Principles are commonly agreed upon ideas about how the campus should evolve and how implementation should be prioritized. The Master Plan Guiding Principles are as follows:

- Establish a clear campus edge on West College Street and Woodland Avenue
- Establish primary campus entries
- Maintain and strengthen the “Academic Core” of the campus
- Connect the campus to the regional environment
- Visibly manifest sustainability



## Master Plan Goals

The Master Plan Goals are supported by the Guiding Principles and provide a more focused set of expectations for implementation. The Master Plan Goals include:

- Create a “Front Door” for the UMD Campus
- Develop a “Focal Point” for the UMD Campus
- Make the UMD Campus more “Visible”
- Enhance the “Visual Quality” of UMD Campus
- Create a “Pedestrian and Bicycle Friendly” UMD Campus
- Connect and “Integrate” UMD Campus into the City of Duluth



## Major Changes from 2005 Plan

### 1. Campus Entries

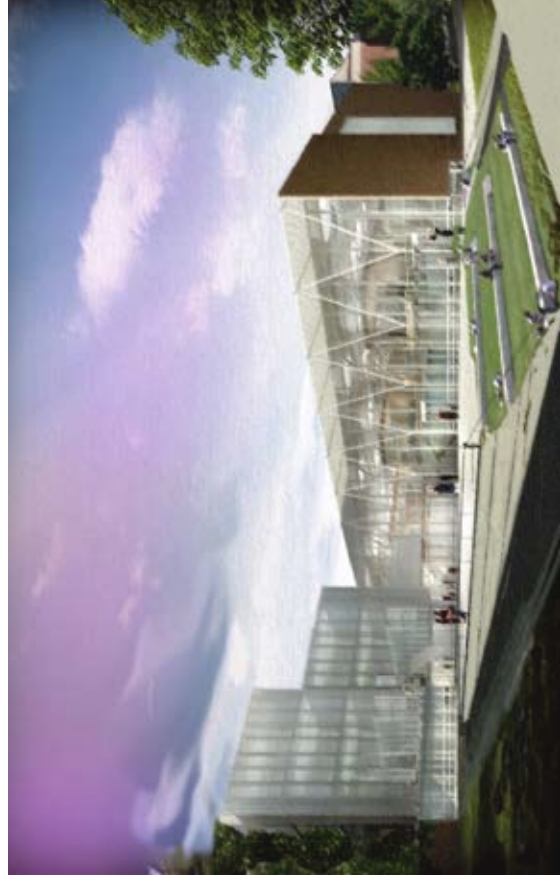
The 2005 Plan suggested a new primary campus entry off of Woodland Avenue. The Master Plan Update process revealed many impediments to implementation of a Woodland entry including displacing several critical ball fields, severing future growth from the primary campus, pedestrian safety, outdoor facility security and high costs. The Master Plan Update allows for orderly campus growth and preservation of on-campus ball fields by locating a new primary campus entry off of West College Street. This new entry will be the primary Visitor Entry and will connect with a re-aligned University Drive. The Update plans for many new buildings on campus to be located along this entry drive allowing the University to showcase these new facilities as the “front door” to the campus.

A new ped/bike entry on Woodland Avenue will create a Grand Pedestrian and Bicycle Entry from Woodland Avenue to University Drive.



### 2. Solon Lawn

The 2005 Plan suggested a large informal open space east of Solon Campus Center identified as “The Clearing”. The Update evolves this idea into a more structured public lawn known as “Solon Lawn”. Solon Lawn will be a large elevated lawn and plaza established at the east ground floor entry level of Solon Campus Center. This elevated lawn is envisioned to have several levels of structured parking below to allow for underground, climate controlled parking in the core of the campus near athletic, performing arts and visitor activities. A large drop-off area is envisioned surrounding the lawn and connecting University Drive to the Solon Student Center Visitor Entry. The east end of Solon Lawn is planned to have large stepped - amphitheater like - terraces allowing students and visitors to socialize, study and enjoy views of Lake Superior and on-campus recreational and athletic fields.



### 3. Perimeter Structured Parking

UMD currently relies entirely upon surface parking lots to accommodate campus parking needs. Many of these large surface lots are located along key arrival points to campus. This creates the first impression of the campus as that of parking lots.

Construction of new multilevel parking structures is recommended at the north and south campus perimeter to meet campus parking demands in the coming years. Parking should also be designed to be located under, or in the lower levels of, new facilities whenever possible. The northern parking deck top level can also be surfaced for athletic and recreation activities (soccer, tennis courts, etc.) and may even be roofed over for year round use. Because of the topography, this level should be designed to be at the same grade level as the existing ball diamond, thus creating contiguous space for related activities.





## Short Term Plan

The immediate focus of the Master Plan Update will be to design and construct the new “Visitor Gateway” entry on the south side of the campus off of West College Street. This new entry will become the primary vehicular access point to the campus for visitors. University Drive will be reconfigured to connect to this new entry and allow for campus building expansion eastward around the campus core.

A second new entry, the “Grand Ped/Bike Gateway” will be designed and constructed off of Woodland Avenue. This Ped/Bike Gateway will provide a much stronger and safer access point to campus from the Blue Stone Commons residential and commercial development as well as other areas east of Woodland Avenue.

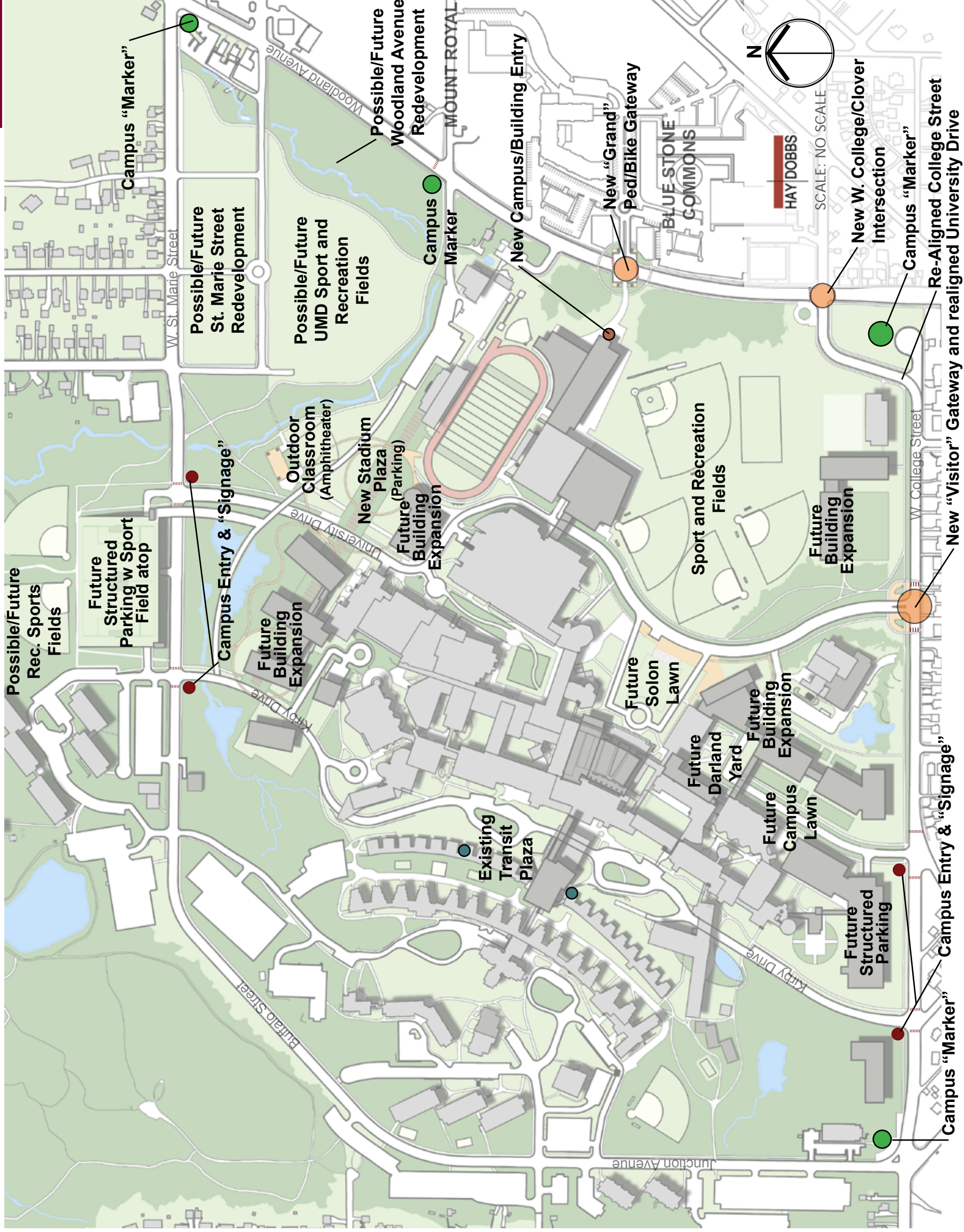
Already underway, additional wayfinding, signage and markers will supplement this effort.

Additional near-term activities involve working with the City of Duluth on a possible reconfiguration/relocation of the West College Street/Woodland Intersection to Clover Street; implementation of several “in-process” design/construction projects; and planning for future capital projects.



Campus “Marker” Campus Entry & “Signage” New “Visitor” Gateway and realigned University Drive

## Proposed UMD Master Plan - Short Term Plan



## Long Term Plan

The long term plan for UMD grows the campus in a compact and walkable manner. Nature is invited in more fully on the north end of campus while the southeastern portions of campus become more regularized and urban. Parking is primarily located in perimeter structured parking facilities creating a more pedestrian friendly and visually appealing campus core. Academic, Student Service, Administrative, Recreational and Athletic facilities expand near similar related facilities following the campus land use plan. Buildings and open spaces work synergistically in support one another. Buildings are positioned to allow for views, vistas and solar access. Natural and sustainable features are tangibly present on campus and new campus facilities are showcased within their respective precincts and along major vehicular and pedestrian thoroughfares. Off campus UMD facilities become ambassadors to each host community, reinforcing the UMD brand and demonstrating the value UMD brings to the region.

The future of UMD is bright. This plan provides the flexible framework to accommodate change while guiding the incremental physical manifestation of the University Strategic Plan.

## Proposed UMD Master Plan - Long Term Plan



University of Minnesota Duluth  
**Campus Master Plan**  
Update



## OVERVIEW

A campus master plan is a physical manifestation of a university's strategic plan. At its best, it is a road map for the future of a campus, and becomes a crucial tool in confirming that short-term projects are working in conjunction with long-term plans and goals. Without it, each decision made about a campus' facilities -- from new buildings to renovations to infrastructure improvements -- is made in isolation, without a bigger vision in mind. A good campus plan builds in flexibility, so that it can accommodate shifting academic priorities and economic conditions.

The UMD 2013 Campus Master Plan Update defines a conceptual and physical framework, guided by master plan principles and goals, for making physical changes to campus over time. The plan describes the long term vision for the campus as well as short term implementation goals. The plan includes guidance on land use, buildings and infrastructure, open space, natural features, and circulation networks for movement to, from and around the campus.





## UMD Strategic Plan

### An Inclusive and Collaborative Planning Process

The UMD Strategic Plan is the product of an inclusive, collaborative process involving the entire campus as well as Duluth community leaders. Because UMD’s planning is “rolling,” the document will be reviewed, assessed, and refined annually.

The plan includes these elements:

- UMD’s Core Values articulate the essential principles that guide our decision-making.
- UMD’s Mission Statement defines our purpose for being. It succinctly states why the institution exists.
- UMD’s Vision Statement describes our ideal future and the institution’s aspirations. It guides institutional decision-making and priority setting. The year 2020 serves as our target for achieving this new vision.
- UMD’s Campus Goals define the six major initiatives leading to the realization of our new vision. They focus on the primary programs and activities for moving us forward within the next three to five years.
- UMD’s Campus Action Plan delineates specific measurable steps for achieving the six goals. Some are short-term, to be completed within a year or two, while others are long-term, intended to be accomplished over a period of several years.

Continued,



## UMD Strategic Plan, Continued

### Introducing a New Vision

Serving the people of Minnesota and beyond, the University of Minnesota Duluth takes full advantage of its Northeast Minnesota location on the dramatic shores of Lake Superior to offer a quality living and learning experience. An integral part of the University of Minnesota System, UMD takes pride in its collaborative programs and initiatives with other System campuses. We nurture student success in an academic culture of high expectations through a learning-centered environment characterized by innovative comprehensive undergraduate and graduate programs, student life initiatives, discipline-specific and interdisciplinary research opportunities, creative endeavors, and thriving international exchanges.

Our new vision focuses on students learning and growing through experience, critical inquiry, and interaction with other learners. An enhanced research presence leading to regional accomplishments will ultimately result in UMD's recognition as a world-class center of scholarly outreach. At the same time, we build upon our reputation for excellence in recreational programs, student life, and intercollegiate athletics, thereby providing a holistic experience for students.

We encourage the ability to speak honestly about issues and ourselves by fostering a campus culture that welcomes students, faculty, staff, and guests to an inclusive learning climate committed to diversity, equity, and social justice. We serve the educational needs of indigenous peoples, their economic growth, their culture, and the sovereignty of the American Indian nations of the region, the state, and North America.

UMD eagerly embraces a global future while maintaining a strong presence in the cultural, economic, and intellectual life of the

Duluth community, the Northland, the state, and the nation. By strengthening and firmly establishing the centrality of international activities on and away from campus, we leverage our place within the global strategies of the University of Minnesota System. We endeavor to become and remain a model of community engagement and service which improves the quality of life for all and deepens the understanding, meaning, and purpose of the UMD educational experience.

### Core Values

To promote student success and to enrich the educational experience, students, staff and faculty at UMD strive to learn, work, and live in accord with the following core values:

- **Learning.** We educate students through an integrative learning-centered environment that fosters a lifelong pursuit of wisdom.
- **Discovery.** We discover, create, and share knowledge.
- **Engagement.** We actively collaborate with each other and the larger community to identify and achieve common goals.
- **Inclusiveness.** We respect and embrace the diversity of individuals, perspectives, and ideas and promote social justice.
- **Sustainability.** We balance current environmental, economic, and social needs with those of future generations.
- **Integrity.** We adhere to the highest ethical standards and take responsibility for our ideas and actions.
- **Excellence.** We achieve excellence through creativity, continuous improvement, and innovation.

### Mission Statement

The University of Minnesota Duluth integrates liberal education, research, creative activity, and public engagement and prepares students to thrive as lifelong learners and globally engaged citizens.

### Vision Statement

The University of Minnesota Duluth will build upon its unique land-grant and sea-grant traditions to become a premier comprehensive university recognized as world class for its learning-centered student experiences, research, creative activities, and public engagement.

- We will educate students to be engaged, lifelong learners through our rich learning-centered and innovative curricular and student life experiences.
- We will prepare graduates who are sought after by employers because of their cultural, global, and professional competence.
- We will address issues central to the global society's scientific, cultural, economic, and artistic vitality through research and creative inquiry.
- We will become a world leader in learning and research opportunities by leveraging the region's unique natural, human, and cultural resources.
- We will serve the educational needs of indigenous peoples, as well as the economic growth, cultural preservation, and sovereignty of the American Indian nations of the region, the state and North America.
- We will create a campus that exemplifies resource sustainability, technology and information integration, global perspectives and connections, social justice, and collaboration.
- We will be central to the cultural, economic, and intellectual life of Duluth and surrounding communities.

## Campus Goals

Goal 1: Promote integrated curricular, co-curricular, and living-learning undergraduate experiences that achieve UMD's student learning goals and prepare students for lifelong learning, globally engaged citizenship, and success in their academic, personal, and professional lives.

Goal 2: Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.

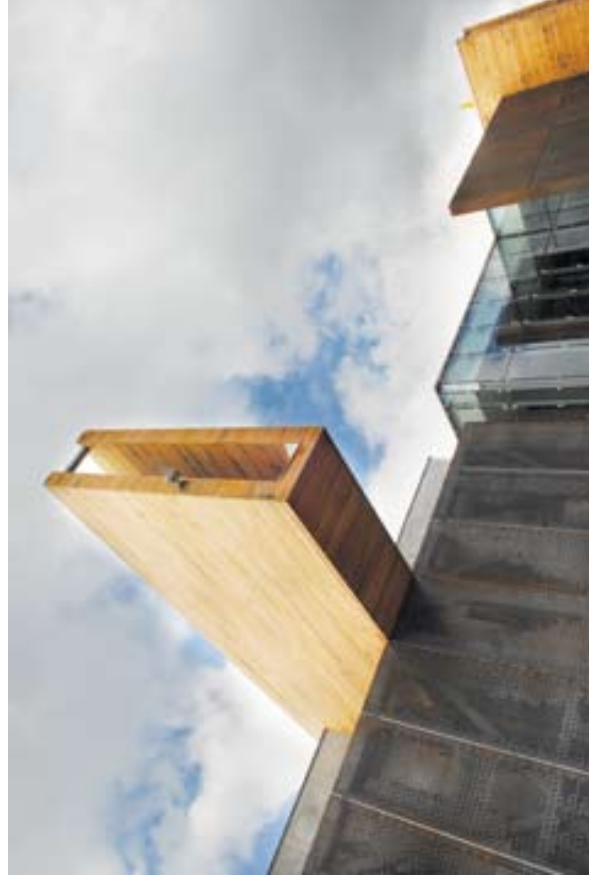
Goal 3: Establish UMD as a center of excellence for graduate studies in the Upper Midwest.

Goal 4: Advance UMD's stature as a major campus for research and creative activities, leveraging our region's unique natural, human, and cultural resources.

Goal 5: Strengthen ties with Duluth and surrounding communities in an intentional, visible, and mutually beneficial partnership.

Goal 6: Utilize UMD's infrastructure; technologies; and information, human and financial resources to support the campus in a sustainable manner.

The UMD Strategic Planning Steering Committee unanimously recommended the endorsement of this version of the strategic plan on April 11, 2011.



## Master Plan Assumptions

This Master Plan update is predicated on a variety of assumptions that informed the underlying planning process, approach and methodology. These assumptions include:

- This plan describes *strategies* for change and growth; Final solutions will require additional planning, design and engineering to resolve specific programmatic and functional requirements.
- The 2005 Master Plan content and background inform this master plan. Changes to the 2005 plan are noted herein.
- Enrollment will continue to increase at a modest rate, approximately, 1%-2% per year.
- The campus is essentially “land-locked” on all sides with the exception of several strategic expansion areas.
- Existing natural areas should be preserved.
- Recommendations should be fiscally responsible and achievable.
- Parking stall quantity should remain static.
- Transit service to and from the campus will continue.
- On campus sports and recreation fields must be preserved.
- On campus housing capacity is adequate; Any future demand will be absorbed by the private sector.

# University of Minnesota Duluth Campus Master Plan Update





# GUIDING PRINCIPLES



## Establish a clear campus edge on West College Street and Woodland Avenue

West College Street and Woodland Avenue form the southern and eastern edges of the campus, respectively. Today, in many locations, there is a blurring of the campus and the surrounding neighborhoods. The University should seek to better define these edges to better distinguish the campus as a distinct district within the community. This may be achieved by many means including future building siting, landscaping, hardscaping, streetscaping including the use of lighting, signage, markers, monuments and gateways.



## Establish primary campus entries

Currently, University Drive and Kirby Drive provide the primary vehicular access to the campus from West College Street and West St. Marie Street. These entries should be distinguished from other entries into the campus. Of utmost importance is relocating the southern University Drive entry - from West College Street, further to the east. This relocated entry drive should be designed to be the primary gateway into the campus. The other entries to campus should still provide functional access to campus but should take on a secondary character and scale.



## Maintain and strengthen the “Academic Core” of the campus

The “Academic Core” of the campus is roughly centered around Kirby Student Center and Kirby Plaza. Currently, the Academic Core extends nearly 1/4 mile to the north and south of this center which allows pedestrians to travel from one end to the other in about 10 minutes, or 5 minutes from core to perimeter. Primary future academic, administrative and student service facilities and buildings should be located within this core to support campus walkability, sustainability and efficiency.



## Connect the campus to the regional environment

Duluth, Minnesota is located in the unique Lake Superior north shore natural environment. The Master Plan recognizes the landscape, topography and geology of this environment as a key component in building a unique campus. The campus should engage and connect with this environment through paths, trails, views and vistas, stewardship, programs and coursework, and a commitment to celebrate, and connect to, the natural environment both on and around the campus.



## Visibly manifest sustainability

The Master Plan recognizes sustainability as a key component in building a unified and enduring campus. It is important that sustainability is not only practiced in policy, but that it is also manifested more visibly on the campus. The landscape is a major vehicle for realizing the University's commitment to environmental stewardship and sustainability. Landscape design elements contribute to student life with spaces for learning, recreation, relaxation, and connections to nature. The Landscape can also provide more functional support of sustainable practices including stormwater rate and flow control, biofiltration; solar control, erosion control, heat recovery, latent biomass, biodiversity and wildlife habitat. Buildings and constructs should also outwardly convey the University's commitment to sustainability through daylight harvesting, solar orientation, material use, density of usable square footage and parking, use/generation of renewable energy and conservation of existing assets.

# GOALS



## Create a “Front Door” for the UMD Campus

There should be a clear sense of arrival to the UMD campus that begins when nearing the campus and ends when one has the sense they have arrived at the “Front Door” to campus. A future “Solon Lawn” and expanded Kirby Student Center/Solon Hall should be designed to create this welcoming experience for visitors that signals that they have arrived at, and are welcome on, the UMD campus.



## Develop a “Focal Point” for the UMD Campus

Buildings and open space on campus should be composed to create a focal point to the campus both visually and spatially. Selected buildings should be designed to punctuate the visual and spatial experience while other buildings should be designed as background buildings consistent with other buildings on campus. The design of open space should support this effort as well by creating primary public open spaces in key locations.



## Make the UMD Campus more “Visible”

Today, in many locations, there is a blurring of the campus and the surrounding neighborhoods. The University should seek to better distinguish the campus as a distinct district within the community. This may be achieved by several means including future building siting, landscaping, hardscaping, streetscaping including the use of lighting, signage, markers, monuments and gateways. Additionally, UMD should better utilize off-campus locations as “ambassadors” within the region that signal a connection to the primary campus while conveying the value UMD brings to city, region and state.



### Enhance the “Visual Quality” of UMD Campus

The Master Plan should make the campus easier to navigate and more visually cohesive.

The current UMD campus building style varies throughout the campus. Structures are scattered throughout the campus forming a fragmented and visually incoherent appearance. Buildings are not uniform in size or style. In addition, wayfinding for pedestrians and vehicles is difficult. Signage exists but is difficult to find and directions are not easily identifiable. The University should improve the visual cohesiveness and linkages on campus by defining a consistent architectural vocabulary for buildings, establishing strong building edges, open space and distinctive pedestrian pathways, and using landscaping and streetscaping to differentiate parts of the campus. Unified buildings and open space as well as lighting, paving, exterior furnishings and other features should improve wayfinding.



### Create a “Pedestrian and Bicycle Friendly” UMD Campus

The plan should seek to resolve conflicting needs between vehicles, pedestrians and bicyclists on campus. Some students live on campus but many more students, and all faculty and staff, commute from the neighborhood and the entire Duluth region. The Master Plan should support multi-modal transportation options and clear and accessible connections to and through the campus in support of safety and function. Those living on campus or commuting to the campus should have transit and transportation options. UMD should create a culture that promotes walking and bicycling on campus. Parking should be limited primarily to the perimeter of the campus and bicycle facilities should be strategically located. The core of the campus should support pedestrian and bicycle access for easy, legible and safe movement across campus.



### Connect and “Integrate” the UMD Campus into the City of Duluth

The University should continue to positively make its presence felt within the city and region. On-campus and off-campus programs, research, functions, events and conferences as well as off-campus facilities should build awareness and signal a connection to the University while conveying the synergistic and inherent value UMD brings to the city, region and state.

# CITY OF DULUTH SMALL AREA PLAN



## Background

With three colleges and over 20,000 students, Duluth is a college town. And as with other college towns, the growth of the student population and the changing characteristics of colleges have influenced the city's neighborhoods and economy. In light of these changes, the Higher Education Small Area Plan looks at ways to make Duluth an even more successful college town by balancing the needs of the colleges, students, businesses, and residents. It examines land use, transportation, demographics, and environmental considerations in the study area, which covers approximately six square miles of the city and includes the areas with highest concentrations of students living near the colleges.

In March 2012, the City of Duluth published the City of Duluth Higher Education District Small Area Plan. The study area includes the University of Minnesota Duluth as well as the College of St. Scholastica. A small area plan is a plan that is developed for a clearly defined area and gives more detailed recommendations than would be provided in the City of Duluth Comprehensive Plan.

The plan aims to:

- 1) Identify areas and strategies for residential and commercial development that meets market demand and includes places for students to dine and shop.
- 2) Identify strategies to alleviate pressure on established neighborhoods and to maintain their residential character.

## The Five Goals of the Plan include:

- 1) Strengthen single-family neighborhoods through appropriate zoning tools and neighborhood stabilization efforts.
- 2) Minimize impacts on single-family neighborhoods from noise, light pollution, and visual impacts of student housing.
- 3) Promote mixed-use development and student housing along transit corridors and within walking distance of campus.
- 4) Increase use of alternate modes of transportation.
- 5) With leadership from The University of Minnesota Duluth and The College of St. Scholastica, integrate the colleges and students into the community.

Each goal has specific recommendations. Many require ongoing partnerships between the colleges, City, non-profit organizations, businesses, and neighbors. The recommendations continue the City's policy of strengthening neighborhoods through land use changes, neighborhood stabilization, and code enforcement. The plan supports the transition of the Woodland Avenue corridor to a mixed-use, pedestrian friendly area providing student housing, stores, restaurants, and neighborhood services. It also identifies social and physical ways to integrate the colleges and the community. An important part of this planning process was identifying win-win recommendations, such as bike trails and increased neighborhood retail. Importantly, the plan also finds that Duluth has already achieved success with such tools as the Duluth Transit Authority's UPASS program and the Social Host Ordinance. In recognition of efforts already underway, this plan's recommendations identify ways to build on these successes and increase collaboration across the city.



March 2012



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University of Minnesota Duluth  
Campus Master Plan  
Update



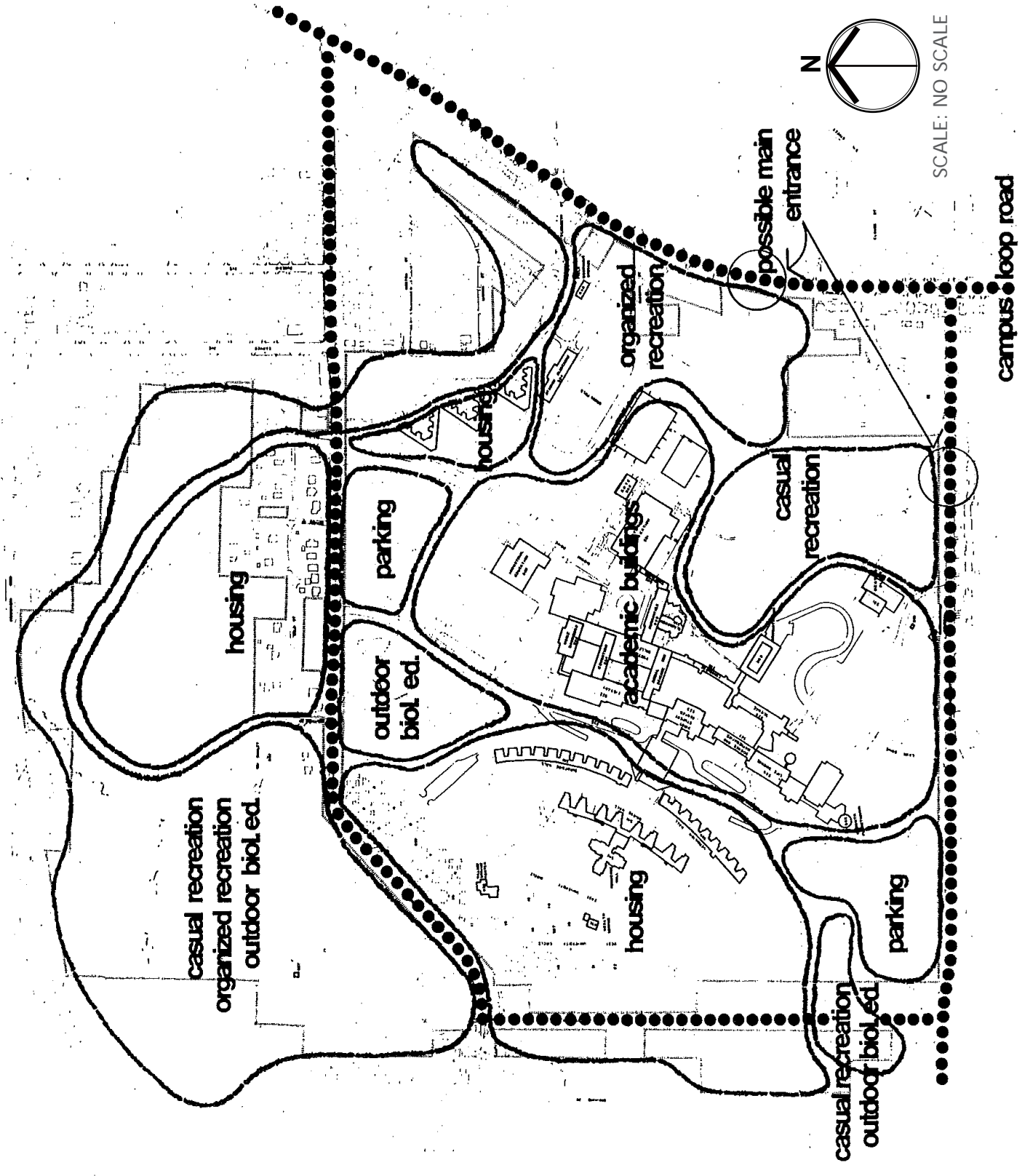
## Plan Elements and Guidance

### Land Use

#### Continuing traditions

The primary land uses on campus are academic, housing, recreation/athletics, natural open space and parking

General Description: The recommended land use plan generally follows the historic development pattern of the campus. This pattern concentrates academic facilities at the core of the campus while providing housing to the west, parking at the perimeter, and recreation, athletic and natural areas to the north and east.





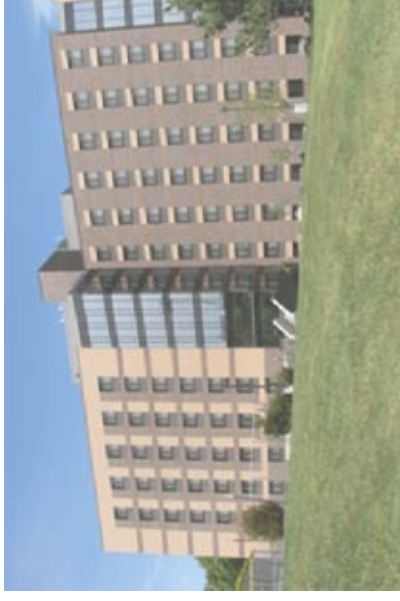
# Plan Elements and Guidance

## Land Use

- a. Academic: Academic facilities should be concentrated within the “Academic Village” at the core of the campus. Administrative and student support services should also be located within this core area.
- b. Housing: Housing should continue to be located primarily on the west side of the campus.
- c. Recreation/Athletics: Recreation and Athletic facilities should, in general, remain proximate to one another for efficiency and ease of maintenance. These facilities should continue to be located on the east and north side of the campus.
- d. Natural Open Space: Natural Open Space should continue to be located on the north side of the campus and extend into the campus on the north side where possible and practical.
- e. Parking: Parking should primarily be concentrated on the north and south sides of the campus. Over time, parking should be accommodated with structured parking where possible. When surface parking is required it should be limited in size and screened from view as much as possible.



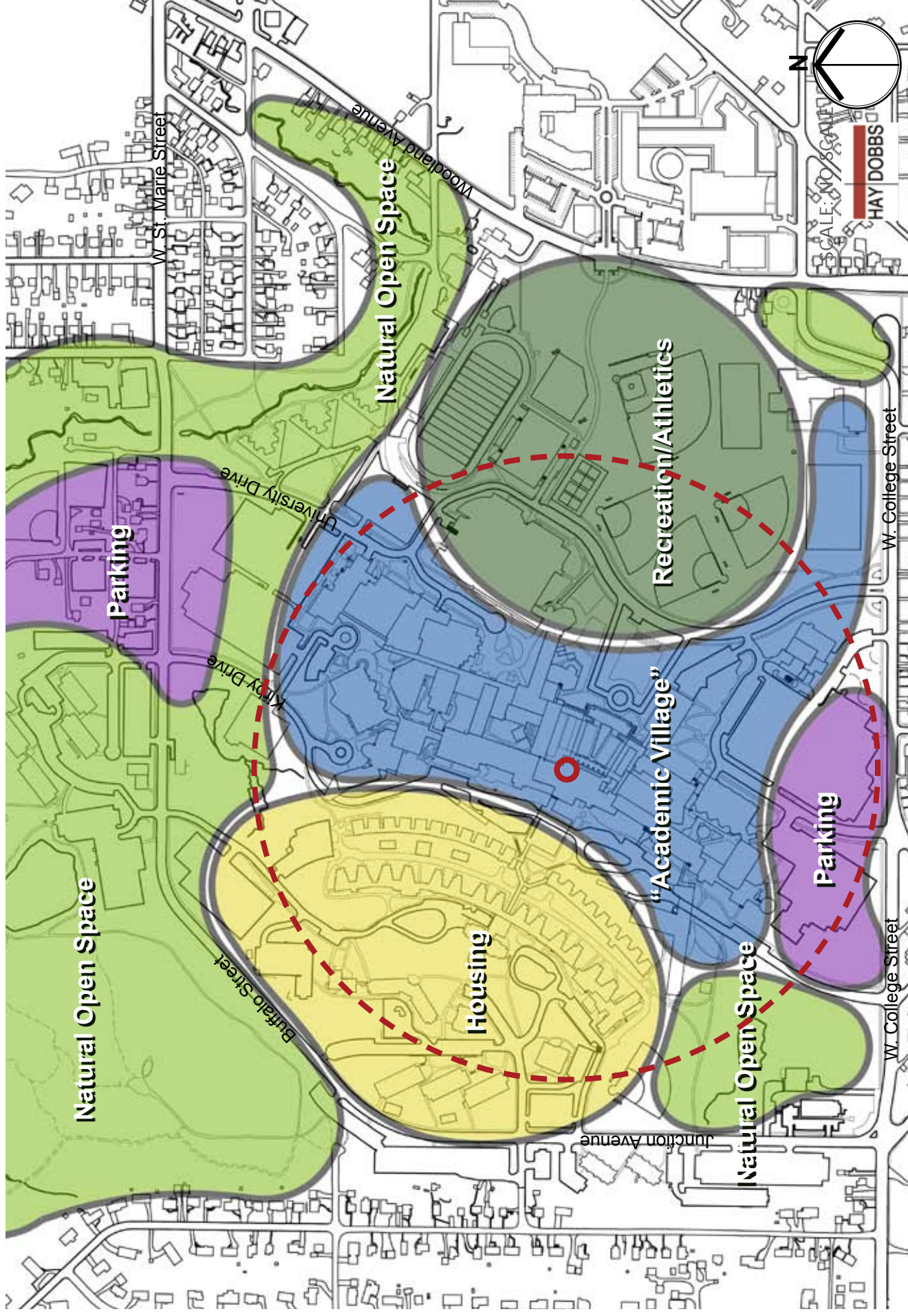
Recreation and Athletics



Housing



Academic



## Plan Elements and Guidance

### Public Spaces and Buildings

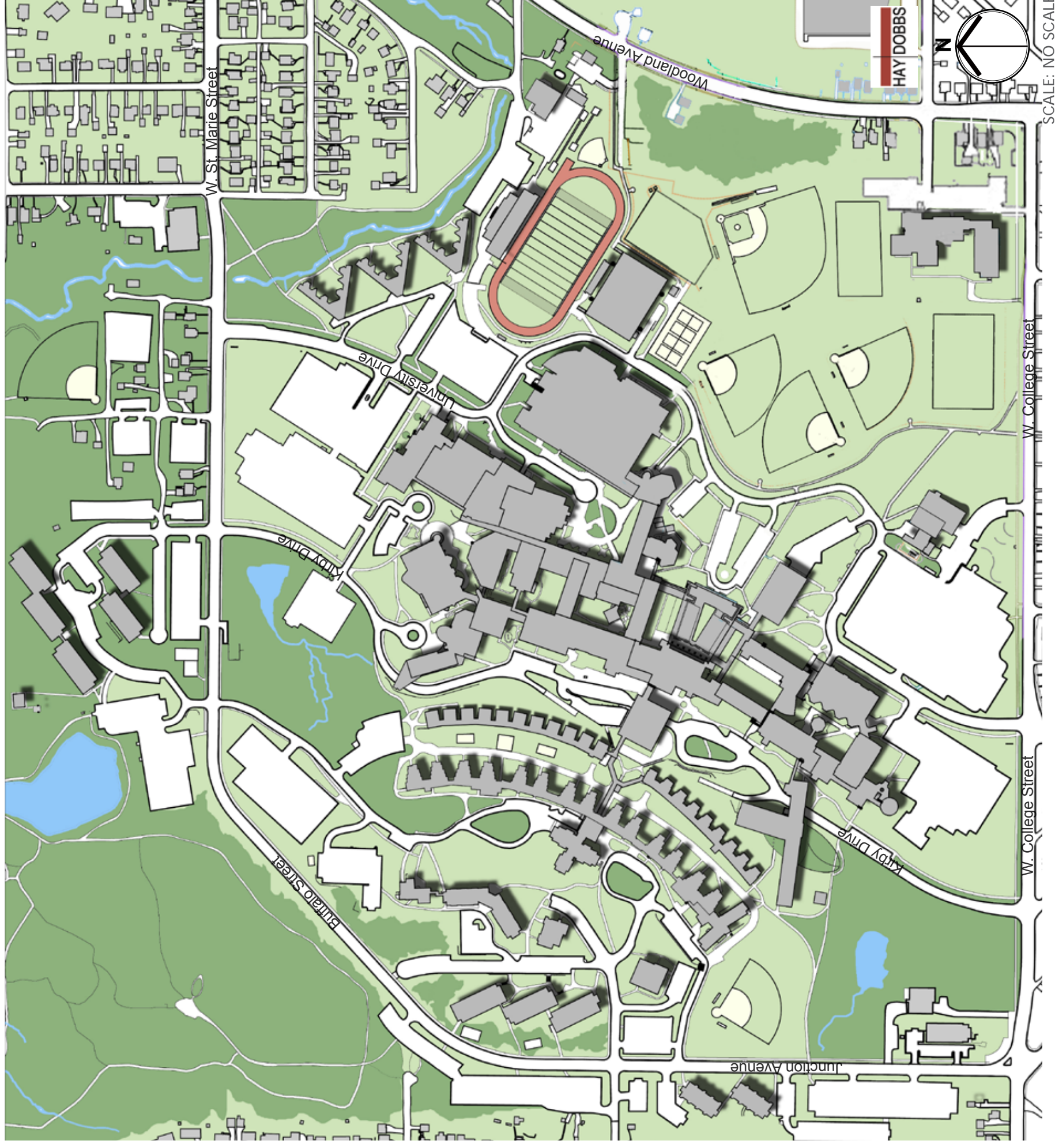
#### General Considerations

**There should be a synergy between buildings and open space on campus**

Buildings and open space should be designed to work together on the campus. As the UMD campus develops toward its target enrollment, a number of new buildings will be added and the density or intensity of development throughout the campus will increase. To prepare for this growth, open space can be designed and implemented early on in the process in anticipation of future building design and construction. These open spaces then form the development framework for future buildings while preserving the required area for the building. This approach has the added benefit of creating more usable open space on the campus regardless of the timing of future building construction.

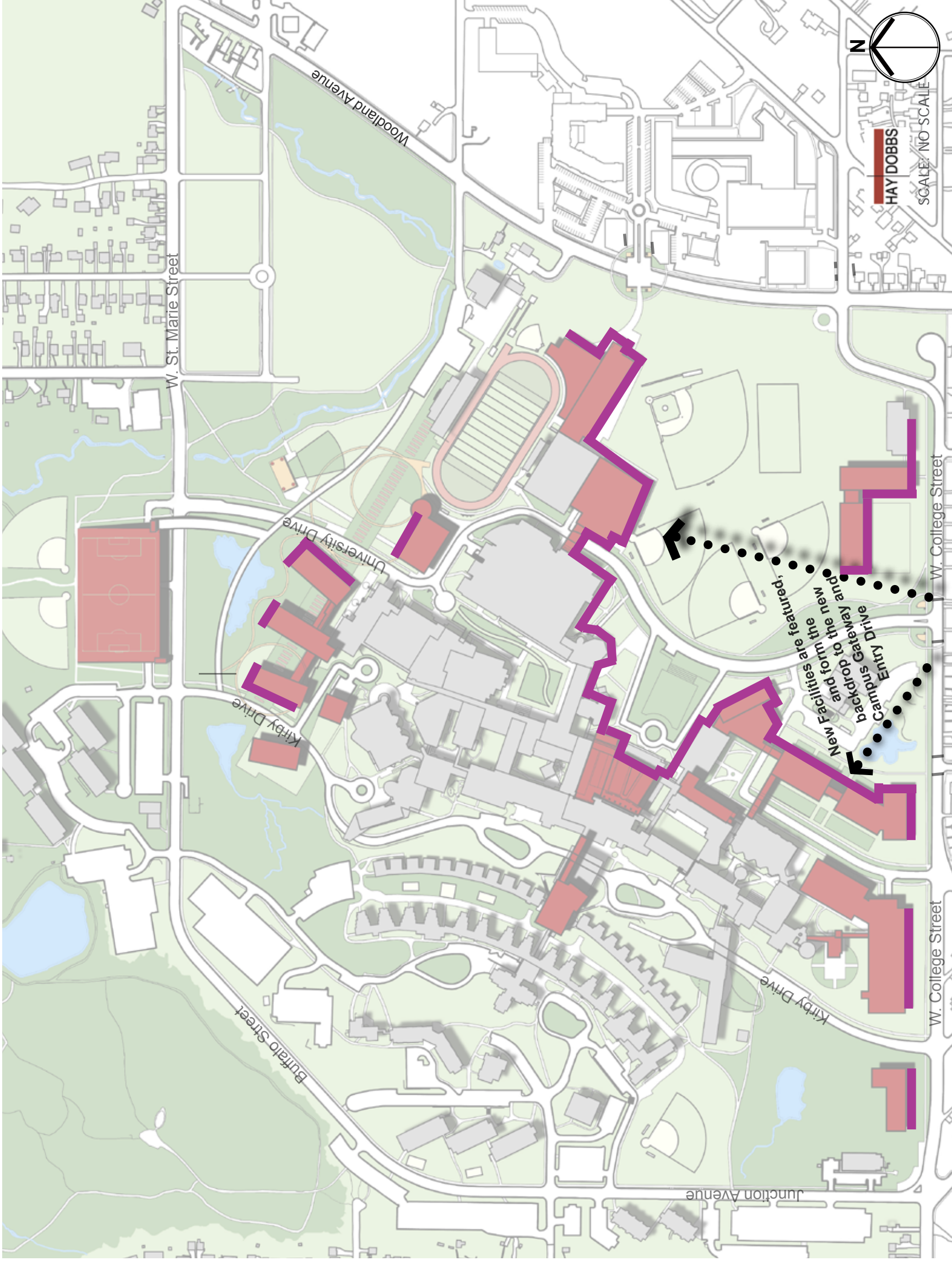
Conversely, if building design and construction is more immediate, then the building should seek to “create” meaningful and cohesive open space, of the proper character, by the careful siting and design of the building.

The primary formal public open space should be the future “Solon Lawn” on the east side of the campus. This area should be slowly revealed to the visitor as they enter the campus from West College Street on the new University Drive. Future buildings should frame this arrival sequence and provide the backdrop to the primary public open spaces.



**Existing Conditions**

# Future Buildings Framework



**New Facilities become the “face” of the University**

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## Plan Elements and Guidance

### Public Spaces and Buildings

#### Open Space

#### Create a variety of open space types on campus

The goal for the campus open space is to create a rich, supportive environment of open spaces and amenities that will support the academic and residence life components of the campus. Existing open spaces will be improved and new spaces added over time to improve the image of the campus, provide programmable and informal usable space, and contribute to a sustainable campus by conserving water and reintroducing native and other sustainable vegetation.

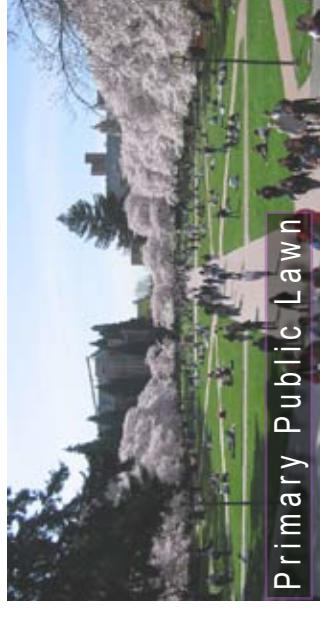
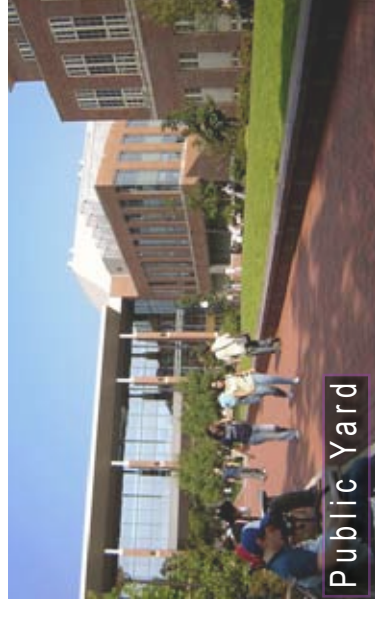
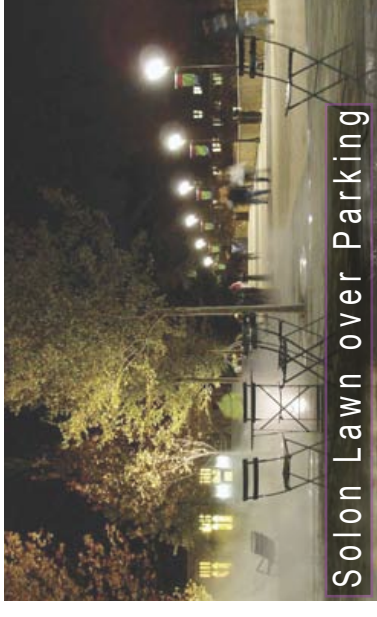
The campus today lacks a clear pattern of open space that was more present in the original campus plan concepts. The strategies in this master plan seek to reestablish some of the original patterns while supplementing them with spaces of varying scales and purposes. Careful implementation of these open, outdoor spaces will have an important impact on the character of the campus for decades to come.

Five types of open spaces are planned on campus:

- Primary Public Lawns
- Secondary Campus Yards
- Courtyards and Plazas
- Recreation and Athletic Fields
- Informal Natural Landscapes



# Open Space Framework



- Informal Natural Landscape
- Primary Public Lawn
- Public Yard
- Rec/Athletics
- Court/Plaza



## Plan Elements and Guidance

### Public Spaces and Buildings

#### Natural Features and Systems

### The northern forest environment should be invited into the campus

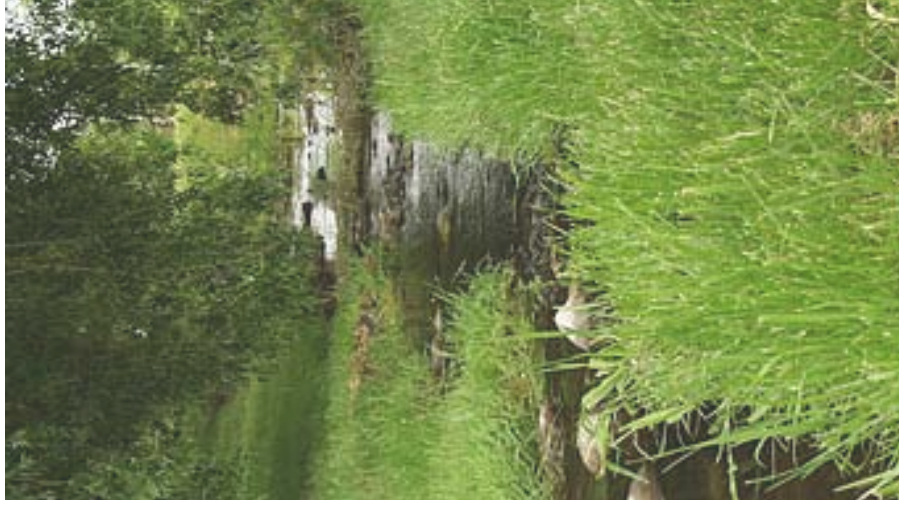
The Northern Minnesota landscape and nearby Lake Superior are powerful forces in creating a university with an authentic connection to place. Views to Lake Superior should be celebrated and enhanced wherever possible as a reminder of the campus proximity to this great lake.

Efforts should be made to more fully embrace the natural features already found on the northern portion of the campus and to integrate this landscape fully within the campus.

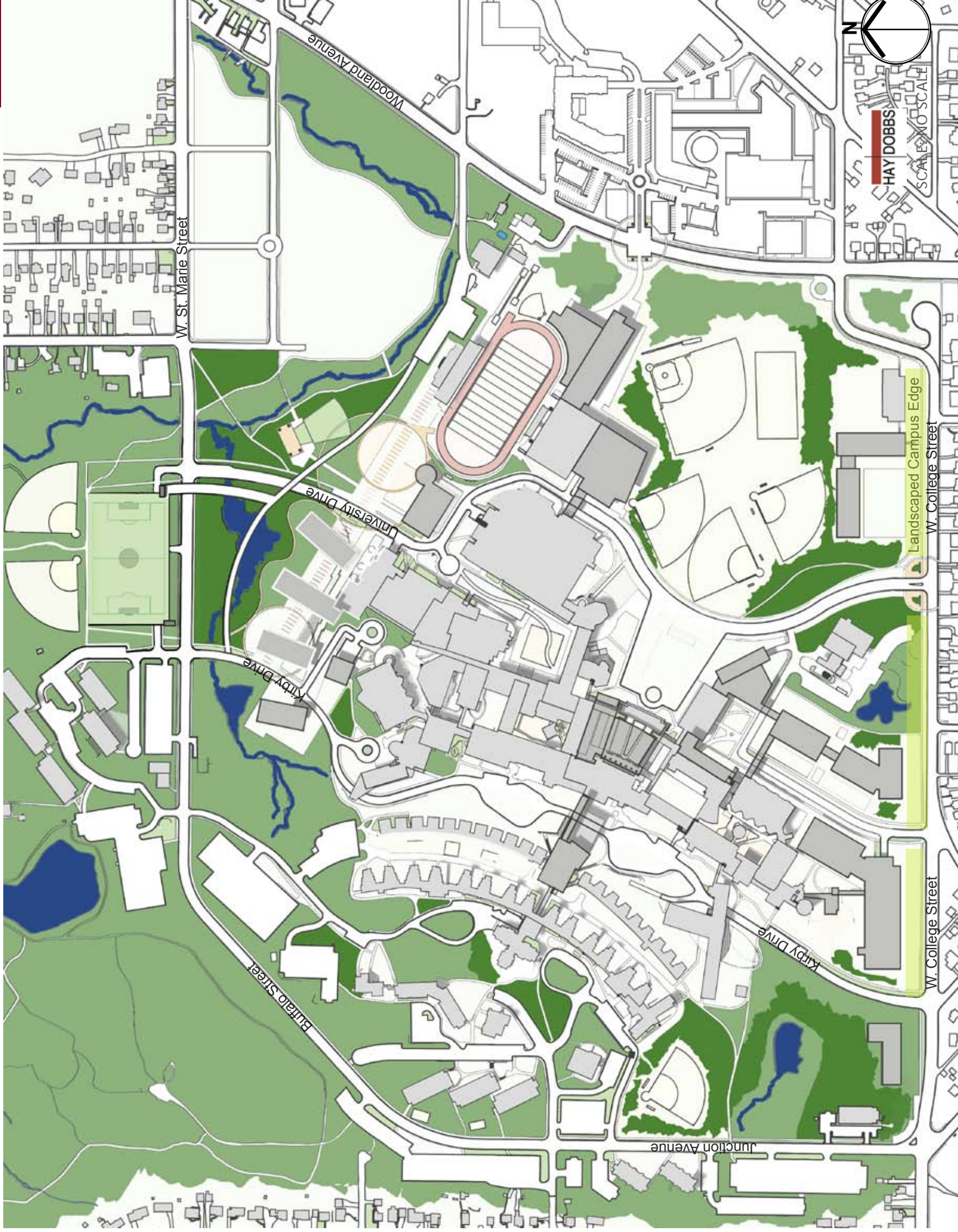
A Principle Goal of this master plan is to “Visibly Manifest Sustainability”. This can be achieved, in part, by a commitment to make restorative investments in:

- Hydrological systems: campus ponds and streams should be highlighted and used as natural amenities and rainwater biofilters, while still protecting them from degradation; and ecosystems;
- Geological systems: rock outcroppings, rip-rap, features;
- Ecosystems: local flora and fauna in and around campus;
- Open Space: lawns, yards, gardens and recreation fields;
- Trails and Paths: bike and pedestrian - on and beyond campus.

Natural features and systems should be used as a living laboratory, as is currently being done in Bagley Nature Center, to advance the University Mission and Strategic Plan.



# Natural Features and Systems



■ Existing Northern Woodland Landscape    
 ■ Proposed Constructed Northern Woodland Landscape

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# Plan Elements and Guidance

## Movement and Circulation

### Gateways, Wayfinding and Orientation

**Systems should work together to promote ease of access and clear routes to, and within, the campus**

Wayfinding systems should be developed to create a series of layers that convey clearly to users that they are:

- 1) Approaching the campus,
- 2) Near the campus,
- 3) Arriving to campus,
- 4) On the campus,
- 5) At their first destination (often drop-off or parking),
- 6) At their final destination (building, room, event, etc.).

Tools such as banners, signage, lighting and appropriately scaled constructs should indicate proximity to the campus and should guide visitors to the major campus entries with simplicity and ease.

Major campus gateways should welcome visitors and embody the spirit of UMD in form, material and message. They must be significant enough to intuitively convey a sense of arrival to users. Phase one of this effort will include the development of a new major campus entry on the south side of campus off of College Drive. This gateway will allow entry to the campus to the east of the Lund Physical Plant and will reconnect with the existing University Drive near the Weber Music Hall. University Drive will be downgraded

to a service drive allowing for future building expansion and new open space to the southeast of the Medical School and Darland Hall. This will also provide the opportunity to create an arrival sequence that can express the natural beauty of the campus and showcase new facilities while minimizing the visibility of surface parking as the primary first impression upon arrival. The relocation of the entry drive will allow for the orderly and methodical expansion of academic buildings while preserving the recreation and athletic fields on the east side of the campus. Wayfinding on campus should be clear and easily understood. Pedestrian and vehicular circulation, landmarks, signage, and architecture should create a hierarchy of space that will add to imageability and wayfinding helping to facilitate travel to, from, and within buildings and parking areas.



Gateways



Primary Entries



Edges

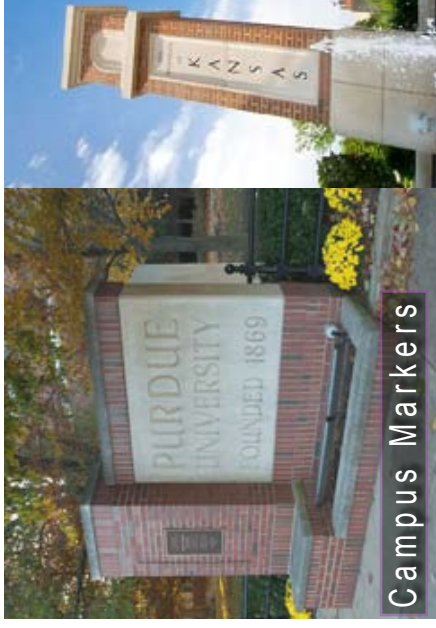
Secondary Entries, Wayfinding and Signage



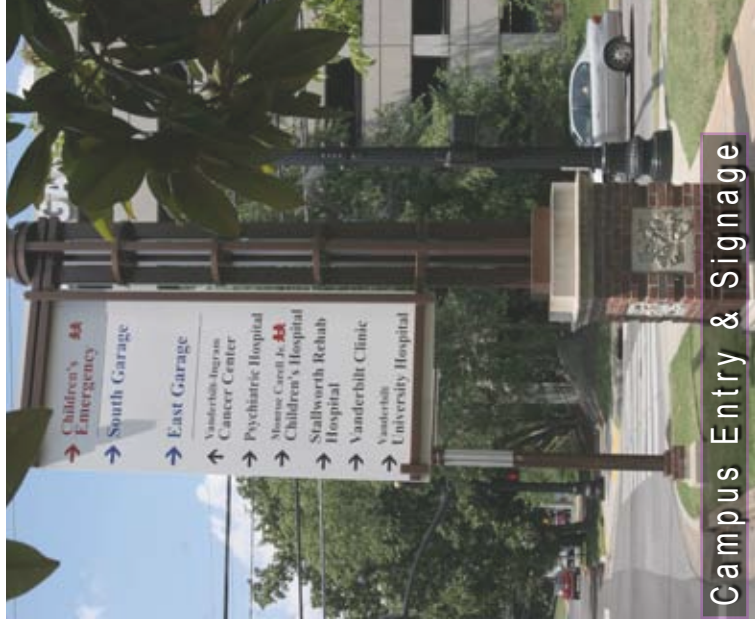
# Gateways and Wayfinding



Campus Gateway



Campus Markers



Campus Entry & Signage



# Plan Elements and Guidance

## Movement and Circulation

### Pedestrians

#### Pedestrian movement should be of primary importance on campus

Safe, reliable and convenient pedestrian access on campus is essential. However, pedestrian access should go beyond mere utility. A thriving academic community depends as much on the casual encounters that arise from well designed patterns of access, as it does on the more structured encounters of the classroom and laboratory. The ongoing trend toward interdisciplinary scholarship requires a campus sufficiently compact to allow for both formal and informal collaboration. Walking, the primary means of movement in and around the campus, should be encouraged both by upgrading major interior and exterior pedestrian routes to make them pleasant, legible, and secure day and night, and by minimizing conflicts with vehicles.

Capital investment should both optimize access to campus programs and resources and maintain the primacy of the pedestrian by: establishing a program of strategic investments to upgrade major pedestrian routes into and within the core campus - both externally and internally; consolidating campus parking in structures outside or at the edge of the core campus; collaborating with the city of Duluth on integrated landscape and access improvement programs at the campus perimeter and; restricting service and delivery vehicles to designated times and routes.

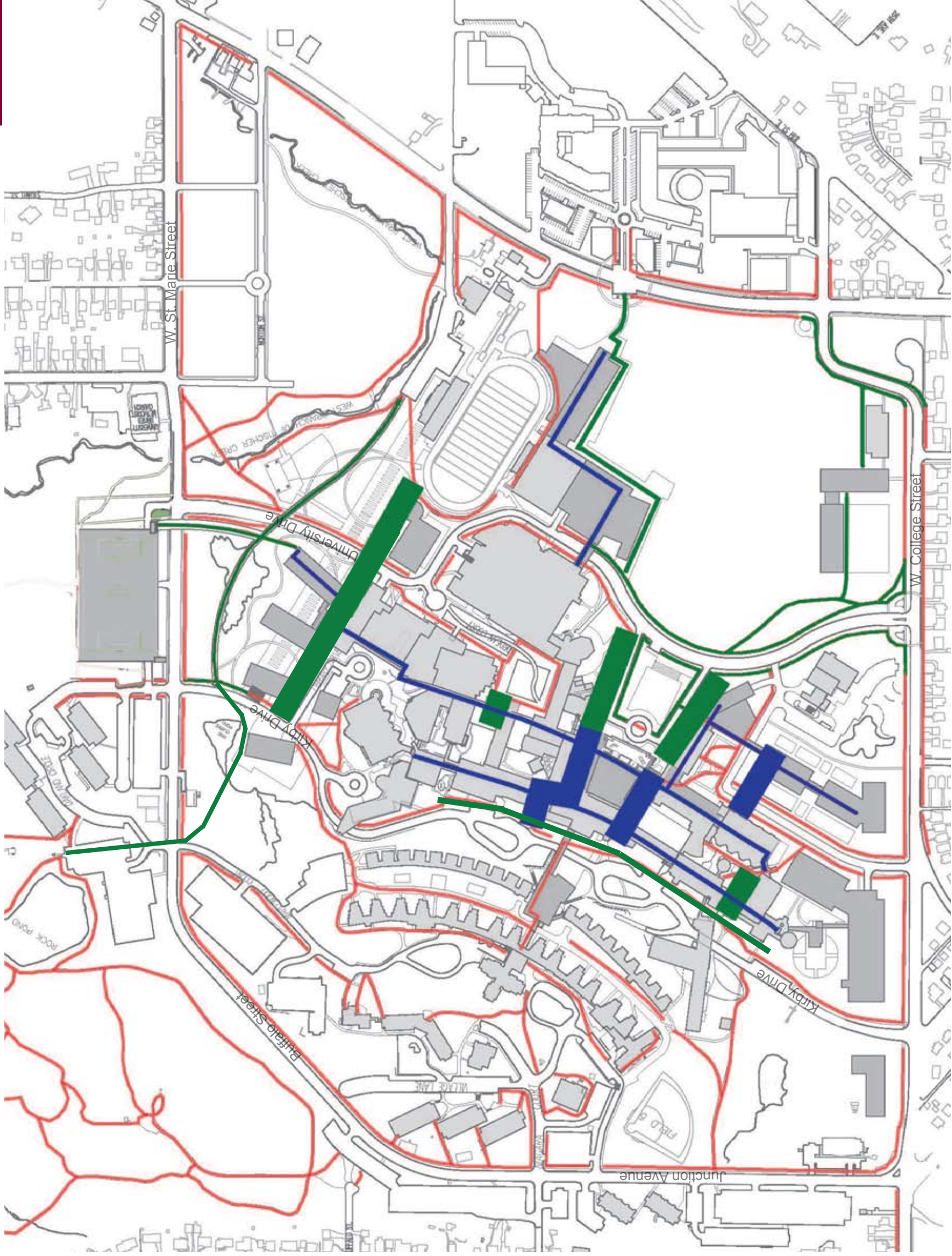


Formal



Informal

# Pedestrian Framework



Primary Interior Routes

Exterior Routes

Future New/Improved Interior Routes

Future New/Improved Exterior Routes

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## Plan Elements and Guidance

### Movement and Circulation

#### Bicycles

#### Enhance routes, services and storage for bicycles on campus

Not only are more students, faculty, and staff opting for public transit rather than automobile to travel to and from the campus, but bicycle use has also increased. The Plan responds to this demand by recommending enhanced bike facilities on campus with connections to off-campus locations and City of Duluth bicycle trails. The UMD Campus should support an increase in the number of bike commuters. New bicycle facilities should be added including secure bike parking, covered storage and selected service/sales areas. It is also recommended that a stronger bike network be developed on campus along with these enhanced bicycle facilities. The Plan seeks to create stronger east-west bike routes along around and through the campus. These new connections should occur as either dedicated bike paths, on-street lanes or by sharing the roadway with traffic using a narrow symbol to mark space for bike riders (as the City of Duluth has already done in several locations). This use will need to be monitored to determine if additional sidewalk width is needed in the future, or if paths/trails separated from pedestrians is needed based on high use of these routes by both pedestrians and bikes. Pedestrian safety should be a paramount concern in all cases. These new connections are major improvements and will strengthen UMD's commitment to supporting all means of transportation.



Integrated Bike Paths

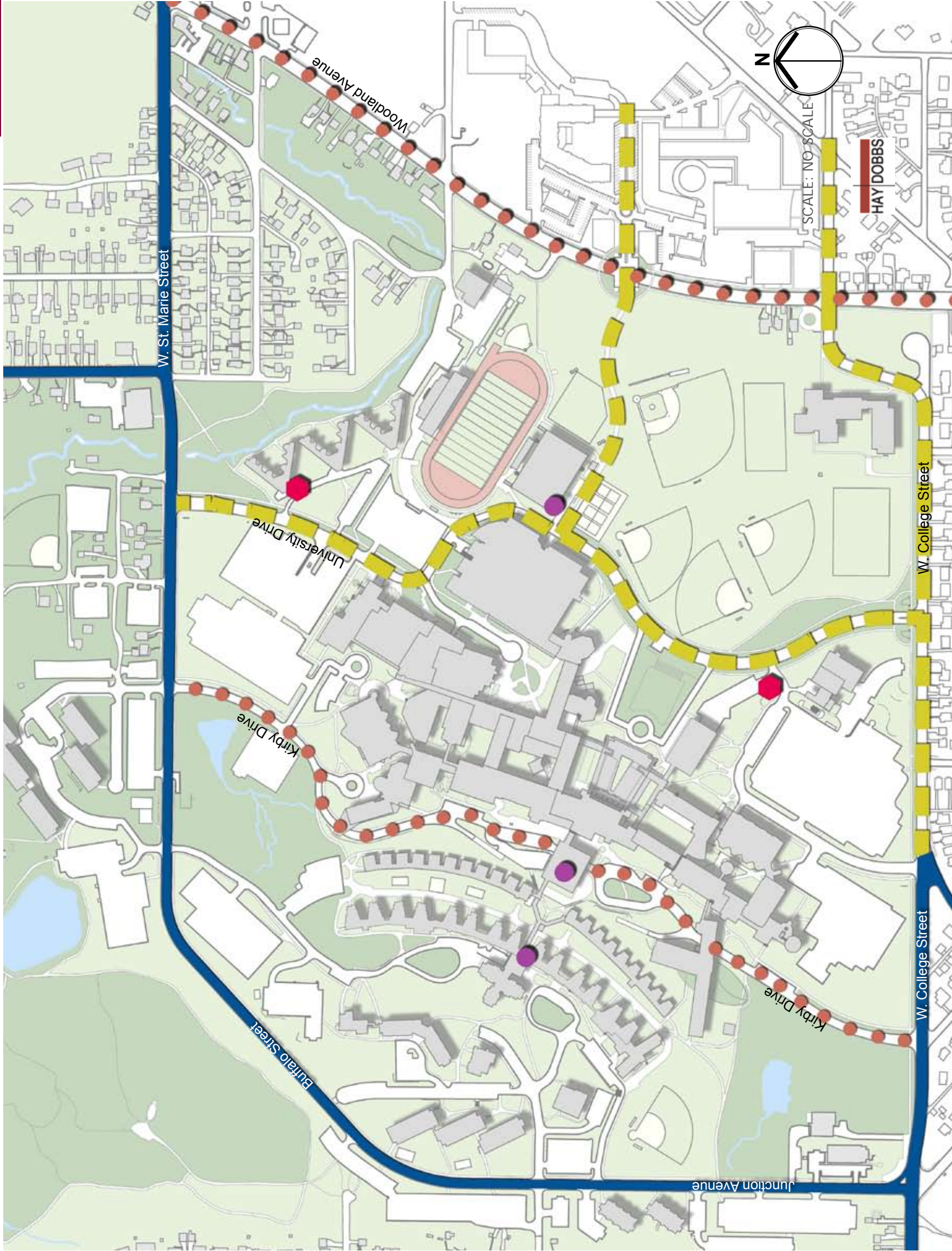


Integrate with Transit



Provide Amenities

# Bicycle Framework



- Bike Route
- - - Proposed Routes
- ..... Undesignated Routes
- ◆ ZAP Station
- Proposed Major Bike Facility



## Plan Elements and Guidance

### Movement and Circulation

#### Transit

Transit should be integrated into the campus movement systems, signage and amenities

Thanks to a cooperative effort between UMD and the Duluth Transit Authority (DTA), UMD students, faculty and staff can ride DTA buses anytime, anywhere throughout the Twin Ports, free of charge with their UMD Photo I.D.

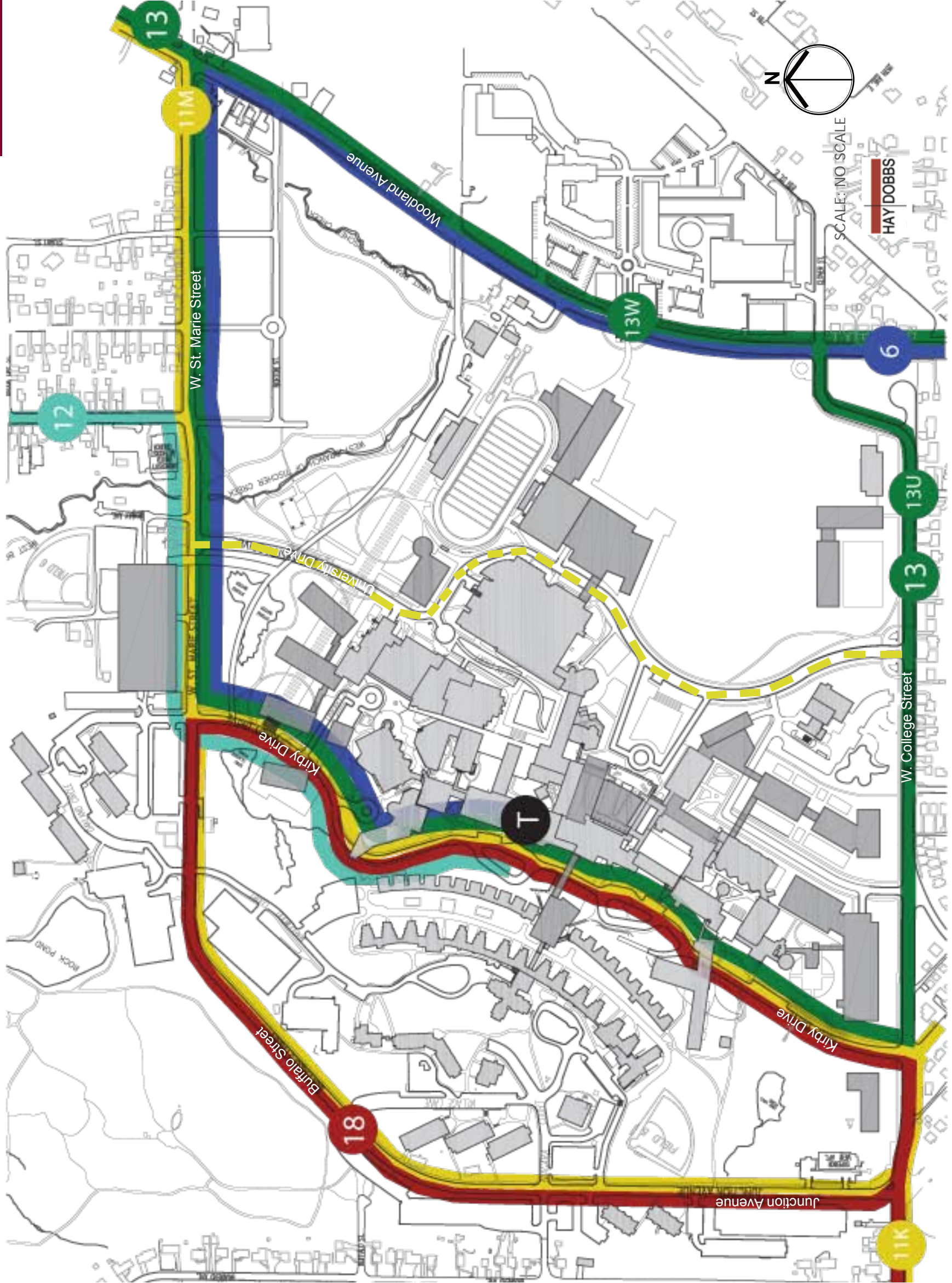
Users have realized that riding the DTA is a smart choice as they encounter no fees and no parking hassles.

The DTA has plans in place to increase safety and efficiency of bus service. By including adding additional buses during peak periods and improving routes, the DTA system will help to decrease vehicle congestion on and around campus. All buses should eventually be equipped with bike racks to better serve multi-modal passengers. Buses will eventually have global positioning devices, allowing passengers to monitor actual arrival times with smart phones and in-station real-time schedules.

The Kirby Transit Plaza on the UMD campus is anticipated to remain as the primary transit stop on campus. Future secondary stops should be considered on the east side of the campus as the campus grows physically to the east.



# Transit Framework



- Existing Routes
- Potential Additional Routes/Circulator
- T Existing Transit Plaza



## Plan Elements and Guidance

### Movement and Circulation

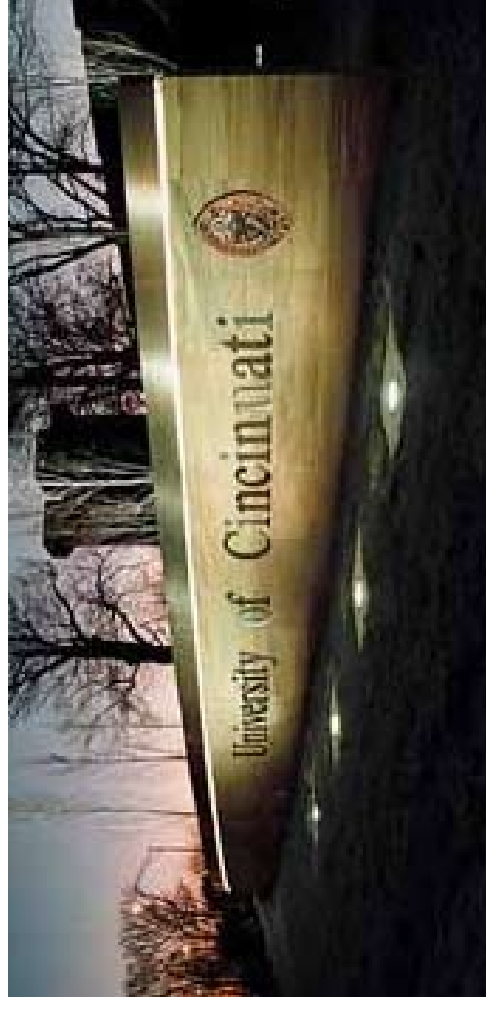
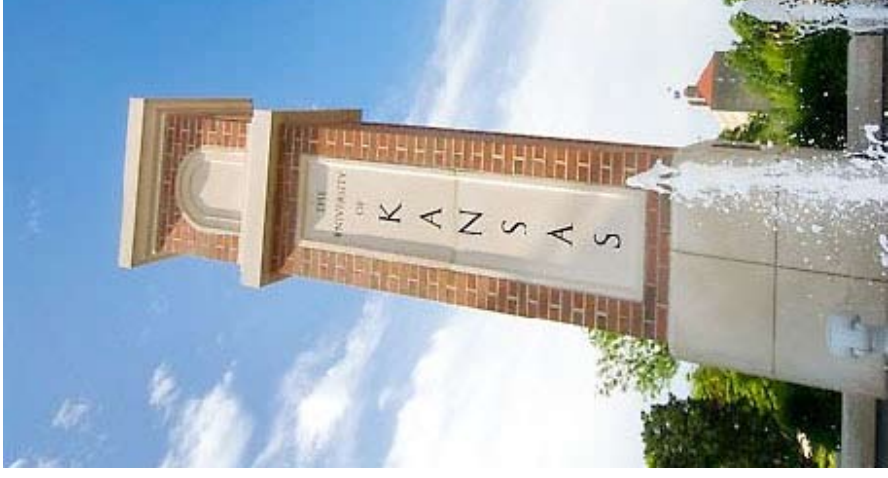
#### Vehicles

#### **Vehicular access should be clear for visitors and discreet for regular users**

The arrival sequence to campus makes a major impression on visitors to the campus. UMD events and destinations draw visitors from all over the region to the campus, as well as off campus venues. As such, a clear, layered, logical wayfinding system should be developed to greet those destined for the UMD campus. “Trail-blazer” signage and banners should be put in place within one-mile of the campus. More distinct signage and architectonic elements should be put in place near the campus and adjacent to the campus to confirm visitor’s proximity to the campus. Campus Markers and Gateway elements, supported by cohesive signage, should beckon visitors into the campus where they should be greeted by a cohesive on-campus wayfinding system that guides them to parking or drop-off locations and on to their final destination.

Signature Streets, as an extension of campus gateways, should be treated with a higher degree of design quality, attention and detail followed by Primary Routes. Service and utilitarian routes should be more discreet, intended primarily for regular users and service vehicles.

A balance must be maintained between public vehicular access and the need to limit vehicular access to selected areas of the campus.



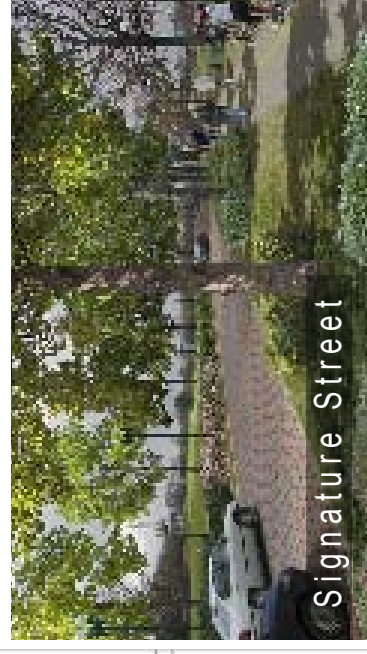
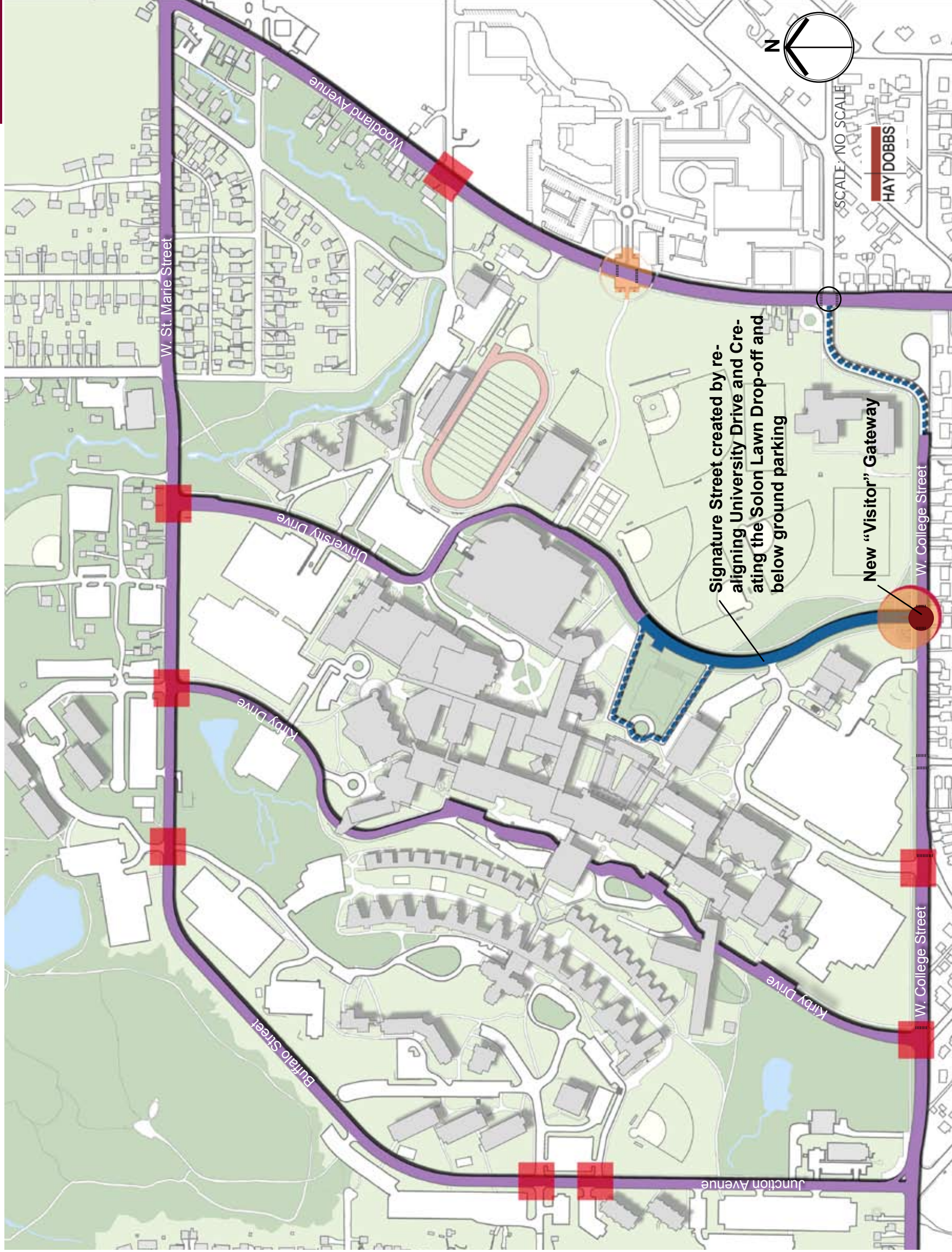
#### Markers



#### Gateways



# Vehicle Framework



- Signature Street
- Primary Routes
- Future Streets
- Gateway
- Entry



# Plan Elements and Guidance

## Parking

### A long term strategy

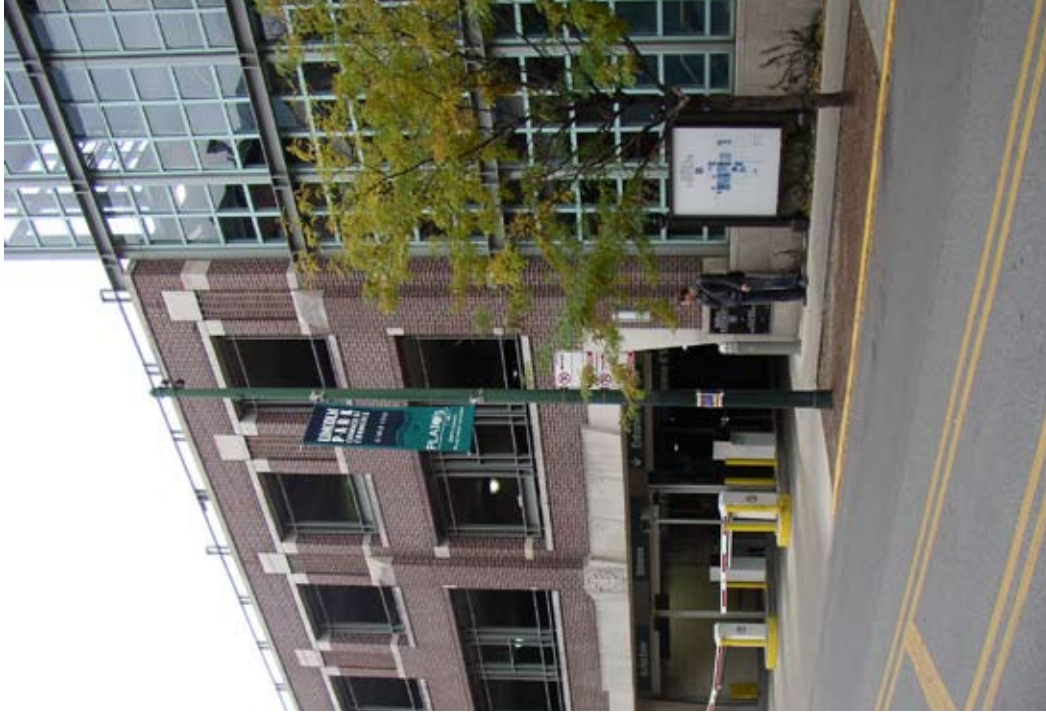
#### De-emphasize parking as the primary first impression of the campus

Existing conditions of transportation on the UMD campus were assessed and include traffic circulation and access, parking, transit, and pedestrian facilities. Regional transportation issues were also considered. UMD currently relies entirely upon surface parking lots to accommodate campus parking needs. Many of these large surface lots are located along key arrival points to campus. This creates the first impression of the campus as that of parking lots.

Parking demands will increase with future growth in student enrollment and development of new and expanded campus facilities. Construction of new multilevel parking structures is recommended at the north and south campus perimeter to meet campus parking demands in the coming years. Parking should also be designed to be located under, or in the lower levels of, new facilities whenever possible. Additionally, below grade parking should be designed into the future “Solon Lawn” to provide centralized structured parking for visitors to athletic, performing arts and other campus events. The northern parking deck top level can also be surfaced for athletic and recreation activities (soccer, tennis courts, etc.) and may even be roofed over for year round use. Because of the topography, this level should be designed to be at the same grade level as the existing ball diamond, thus creating contiguous space for related activities.

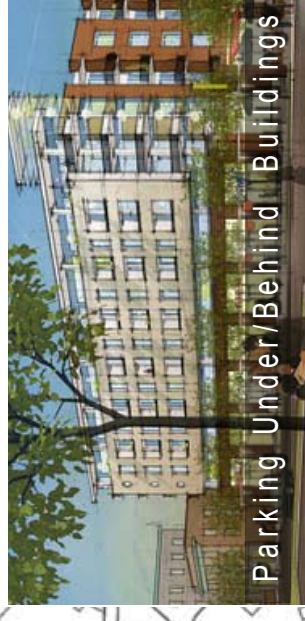
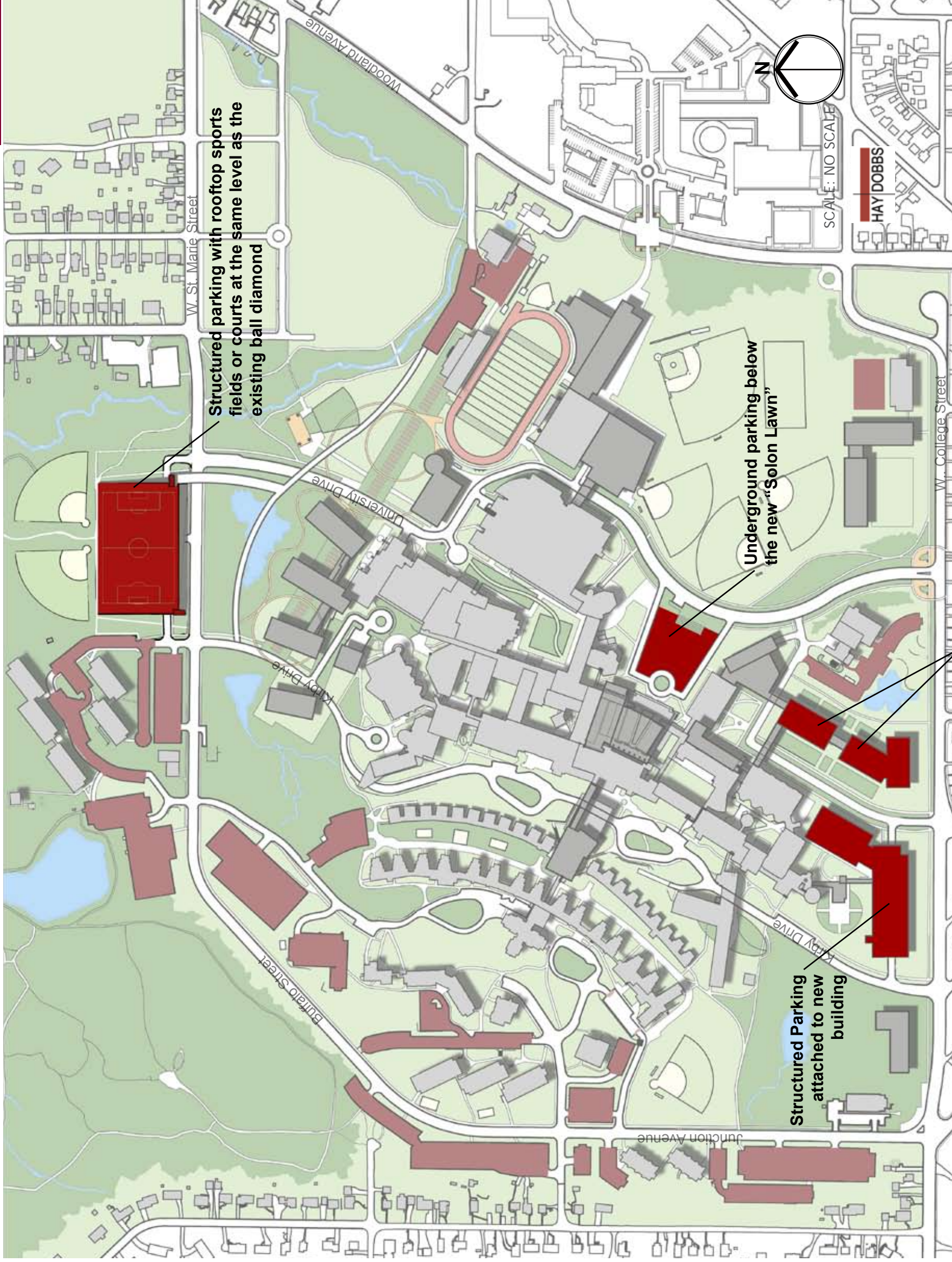


Structured parking can be decked, wrapped or located underground. Surface parking lots that remain should be screened with landscape and fencing treatments.



Lots should also be broken down in scale whenever possible by the introduction of islands, rainwater gardens, and other treatments.

# Parking Framework



## Plan Elements and Guidance

### Additional Considerations

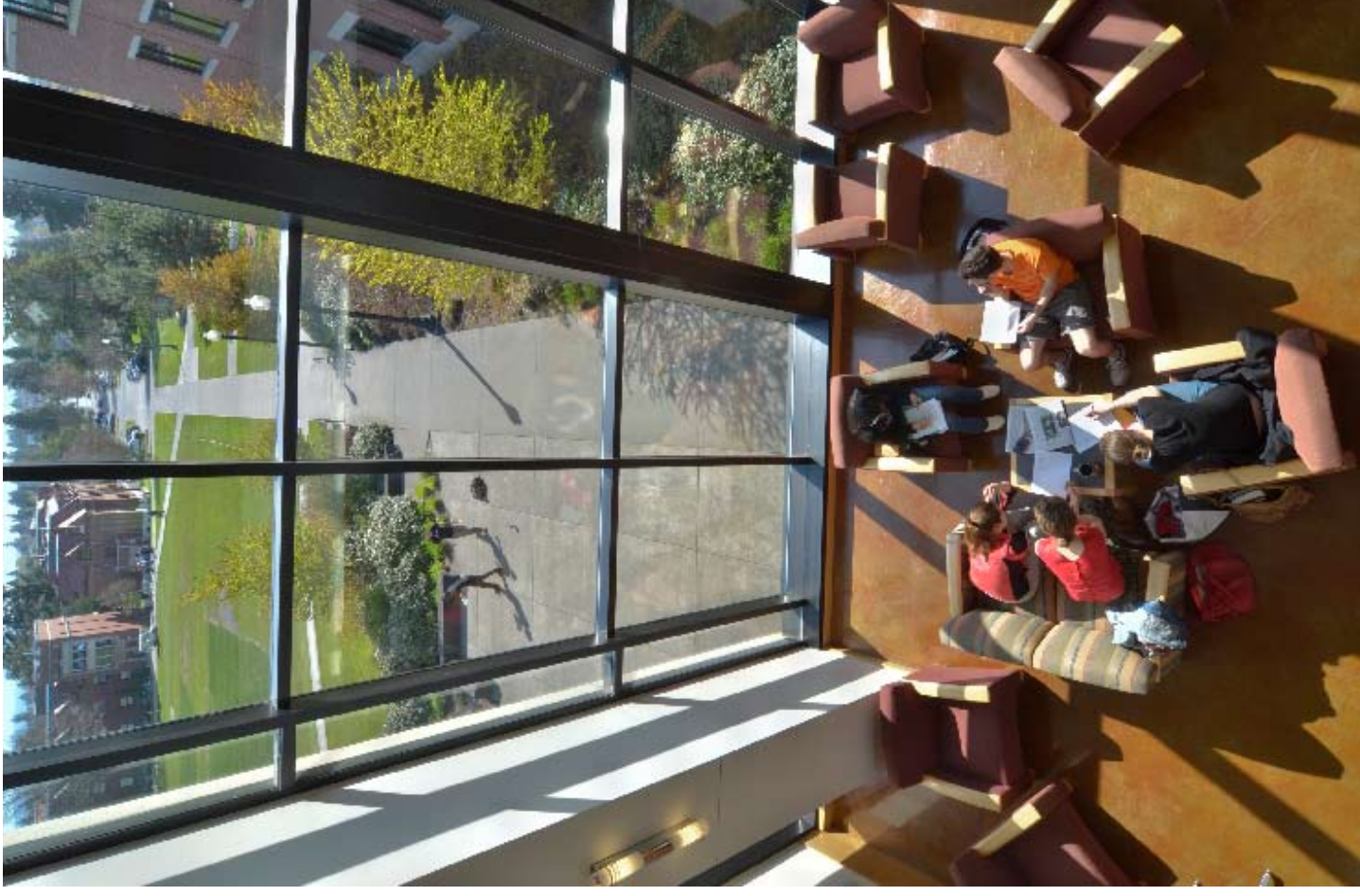
#### Internal Circulation

#### Legibility, Light and Views

Presently, the campus is very internalized. As a pedestrian, one can circulate throughout nearly all of the on-campus buildings without ever leaving the comfort of the interior environment. Although this practical response works quite well, it also can be quite disorienting. Many of the buildings are focused inward and there are limited opportunities to take advantage of natural daylighting, natural ventilation and views to the outdoors. Additionally, nearly all of the vertical circulation - stairs and elevators - are located internally with few or no windows, again limiting exposure to natural light and orienting views of surrounding buildings and landscape.

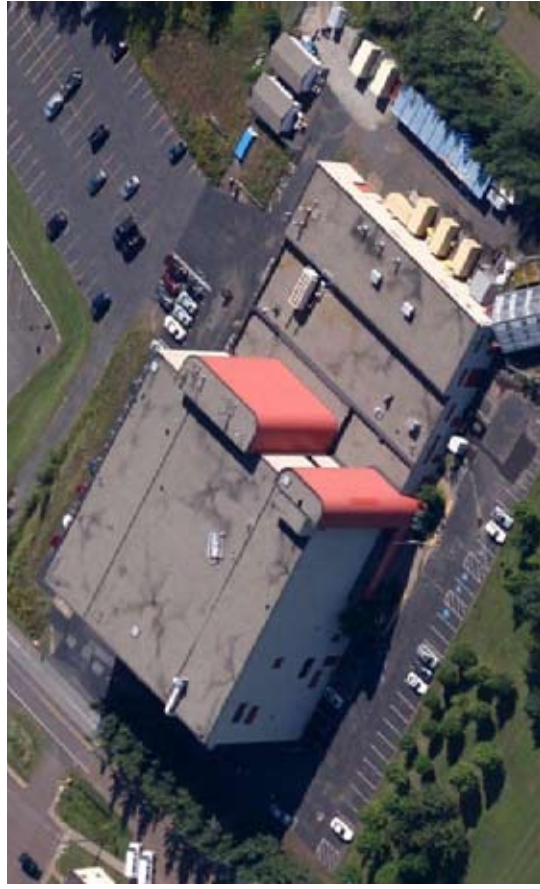
Daylighting is the controlled admission of natural light—direct sunlight and diffuse skylight—into a building to reduce electric lighting and save energy. By providing a direct link to the dynamic and every changing patterns of outdoor illumination, daylighting helps create a visually stimulating and productive environment for building occupants, while reducing as much as one-third of total building energy costs.

Whenever possible in both new and existing buildings and linkways, daylighting and views should be a design priority to enhance sustainability, reduce operating costs, support wayfinding and orientation, visually connect to the outdoors, and better connect public open space and natural features with internal spaces.





Research Lab Building - One of three remaining buildings on the former UMD lower campus on Fifth Street, this facility houses the Large Lakes Observatory (LLO), among others, and has strong ties to the NRRRI and the Limnology Lab.



Natural Resources Research Institute (NRRRI) - Located near the Duluth Airport, this high bay research facility also operates a research laboratory in Coleraine, Ely and Zim, MN.



Limnology Lab Building - Originally a Fish Hatchery and on the National Register of Historic Places, this highly visible facility sits directly on the shore of Lake Superior adjacent to London Road. Research is closely tied to the LLO as well as the NRRRI.



Research and Field Studies Farm - 114 acre site located along Amity Creek approximately 4 miles from campus on Jean Duluth Road. This resource hosts educational and research-centered activities and also provides space to support other UMD Campus activities.



Glensheen - Donated to UMD in 1968, the Glensheen Historic Estate is a historic mansion and 7.6 acre estate on Lake Superior constructed as the family home of Chester Adgate Congdon. Listed on the National Register of Historic Places, this facility today functions as a tourist destination, reception facility and event center.

## Plan Elements and Guidance

### Additional Considerations Off-Campus Facilities

#### Ambassadors and Brand Stewards

UMD maintains and utilizes numerous off-campus facilities ranging from research facilities to historic properties located throughout northern Minnesota. These facilities have the ability to expand the UMD brand by functioning visually and programmatically in their respective locations. As such, these facilities can act as “ambassadors” for the University, positively connecting each remote facility back to the main UMD campus and demonstrating the value UMD brings to the region.

Specifically, these facilities include:

- Natural Resources Research Institute, Duluth
- Research Lab Building, Duluth
- Limnology Lab, Duluth
- Research and Field Studies Farm, Duluth
- Glensheen, Duluth

The first four facilities focus largely on research and learning related to Natural Resources and Environmental Issues. Collectively, these facilities can convey a powerful message of UMD’s commitment to sustainability, conservation and economic development of Minnesota’s natural resources in an environmentally sound manner.

The UMD brand should be manifested in these facilities by unified exterior, on-site and web based graphics/signage; consistent messaging, and synergistic programming. On campus efforts should also be made to raise awareness of these proximate facilities.



# University of Minnesota Duluth Campus Master Plan Update



# Implementation

## Short Term Plan

### Creating a Better Sense of Arrival

The immediate focus of the Master Plan Update will be to design and construct the new “Visitor Gateway” entry on the south side of the campus off of West College Street. This new entry will become the primary vehicular access point to the campus for visitors. University Drive will be reconfigured to connect to this new entry and to allow for campus building expansion eastward around the campus core.

A second new entry, the “Grand Ped/Bike Gateway” will be designed and constructed off of Woodland Avenue. This Ped/Bike Gateway will provide a much stronger and safer access point to campus from the Blue Stone Commons residential and commercial development as well as other areas east of Woodland Avenue.

Already underway, additional wayfinding, signage and markers will supplement this effort.

Additional near-term activities involve working with the City of Duluth on a possible reconfiguration/relocation of the West College Street/Woodland Intersection to Clover Street; implementation of several “in-process” design/construction projects; and planning for future capital projects.

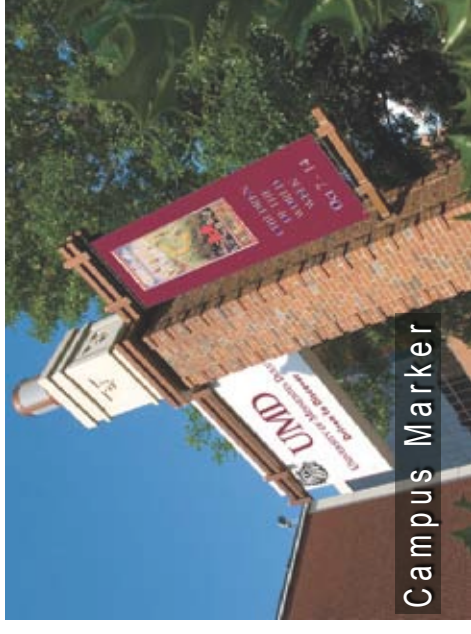


Campus "Marker" Campus Entry & "Signage"

New "Visitor" Gateway and realigned University Drive



Campus Gateway



Campus Marker



Bike/Ped Path



Ballfield Fencing

**Proposed UMD Master Plan - Short Term Plan**





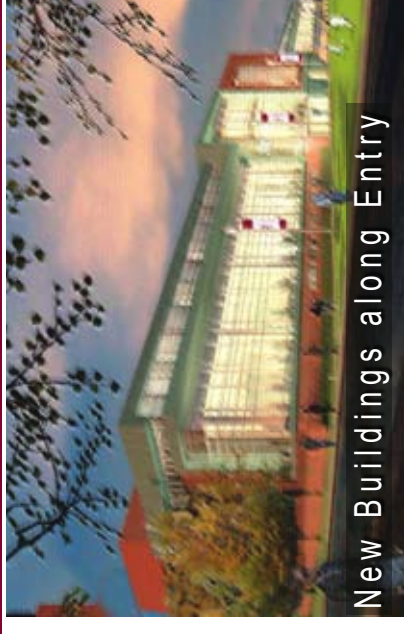
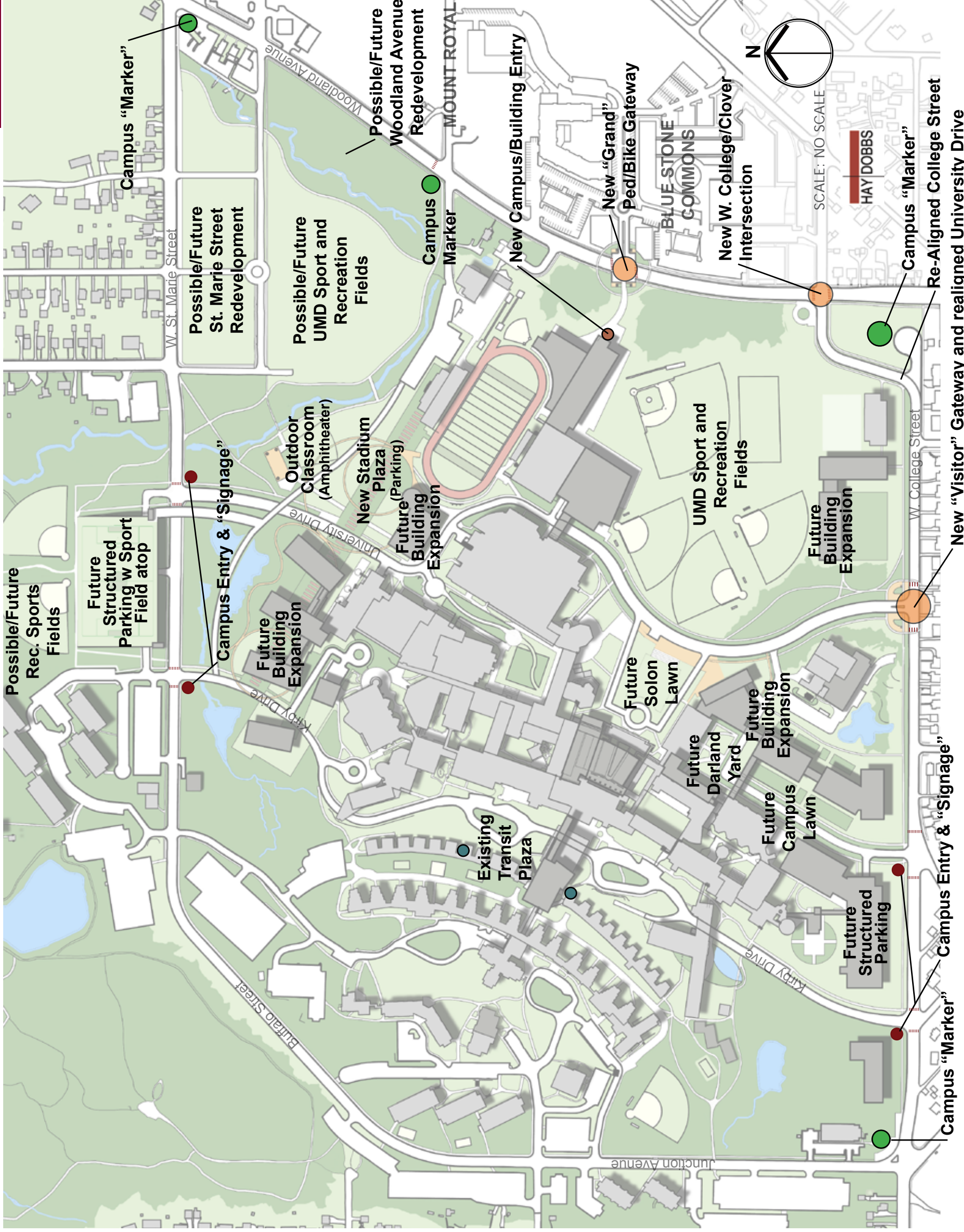
# Implementation

## Long Term Plan

### Being thoughtful about growth and change

The long term plan for UMD grows the campus in a compact and walkable manner. Nature is invited in more fully on the north end of campus while the southeastern portions of campus become more regularized and urban. Parking is primarily located in perimeter structured parking facilities creating a more pedestrian friendly and visually appealing campus core. Academic, Student Service, Administrative, Recreational and Athletic facilities expand near similar related facilities following the campus land use plan. Buildings and open spaces work synergistically in support of one another. Buildings are positioned to allow for views, vistas and solar access. Natural and sustainable features are tangibly present on campus and new campus facilities are showcased within their respective precincts and along major vehicular and pedestrian thoroughfares. Off campus UMD facilities become ambassadors to each host community, reinforcing the UMD brand and demonstrating the value UMD brings to the region.

The future of UMD is bright. This plan provides the flexible framework to accommodate change while guiding the incremental physical manifestation of the University's strategic plan.



Proposed UMD Master Plan - Long Term Plan



UMD

UNIVERSITY OF MINNESOTA DULUTH

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University of Minnesota Duluth

# Campus Master Plan Update 2013

# APPENDIX



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## Appendix

- Acknowledgements
  - Physical Facilities Committee

- Process Summary
  - Meetings & Summaries
  - Presentations

- Sub Consultant Reports
  - LKPB
  - Pierce Pini & Associates, Inc.
  - Midwest Traffic Consulting, LLC

- Board of Regents Campus Master Planning Principles
  - Campus Master Planning Principles

Lead Master Plan Consulting Firm:



[www.haydobbs.com](http://www.haydobbs.com)



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# ACKNOWLEDGEMENTS

This update to the UMD Campus Master Plan was undertaken with ongoing involvement and participation by the UMD Physical Facilities Committee (PFC) as well as campus leadership. The PFC was charged with the task of evaluating, researching, analyzing, planning, and recommending implementation of an updated Campus Master Plan to address a short and long term planning time frame. Committee members were chosen to represent specific areas of the University and to gather input from their respective constituents. The PFC held scheduled planning meetings, workshops and two on-campus forums as vehicles to both garner and communicate information relevant to the update of the broader University.

## Physical Facilities Committee:

Steve Bardolph, Assistant Professor, Art and Design  
Lester Drewes, Professor, Biochemistry and Molecular Biology  
Amanda Fudala, Program Associate, Facilities Management  
Jodi Carlson Grebinoski, Associate Librarian  
Ava Heinrich, Student Representative  
Pat Keenan, Administrative Director, Student Life  
John King, Director, Facilities Management  
Bob Krumwiede, Associate Vice Chancellor, Academic Affairs  
Joan Kwako, Associate Professor, Education  
Mick McComber, Senior Administrative Director, Recreational Sports  
Nik Hassan, Associate Professor, Finance and Management Information Sciences  
Adam Pine, Assistant Professor, Geography  
John Rashid, Associate Director, Facilities Management  
Lisa Pratt, Director, Alumni Relations  
Harlan Stech, Professor, Math and Statistics  
Molly Tomfohrde, Student Representative  
Matthew Weber, Student Representative  
Drew Wimmer, Assistant Professor, Theater  
Lorentz Wittmers, Interim Director, Center for American Indian and Minority Health; Director, Animal Services; Associate Professor, Biomedical Sciences  
Mark Zmudy, Assistant Professor, Health, Physical Education and Recreation

## Additional Participants:

Tom Ambrosi, Librarian  
Lendley Black, Chancellor  
Cheryl Love, Supervisor, Parking Services  
Hannah Mumm, Student Body President  
Mike Seymour, Vice Chancellor, Finance and Operations

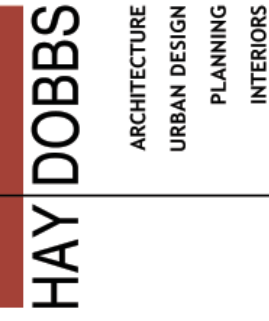
Lead Master Plan Consulting Firm:



[www.haydobbs.com](http://www.haydobbs.com)

University of Minnesota Duluth  
Campus Master Plan  
Appendix





ARCHITECTURE  
URBAN DESIGN  
PLANNING  
INTERIORS

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ARCHITECTURE  
URBAN DESIGN  
PLANNING  
INTERIORS

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Meeting Called by: Hay Dobbs  
Participants: Hay Dobbs, UMD PFC  
Date: 06/07/12  
Start Time: 9:00 am  
Location: 520 Darland, UMD  
Meeting Purpose: Master Plan Workshop  
Project Name: UMD Campus Master Plan Update  
Project Number: 12007.001

Project Name: UMD Campus Master Plan Update  
HD Project #: 12007.001  
Date: 06/07/12  
Location: UMD, 520 Darland  
Purpose of Meeting: Master Plan Workshop  
Start time: 9:00 am  
End time: 1:15 pm  
In Attendance: Thomas Dobbs Firm/ Hay Dobbs  
Gary Hay Abbreviation Hay Dobbs  
Amanda Fudala : UMD  
Patrick Keenan UMD  
Bob Krumweide UMD  
Cheryl Love UMD  
Mick McComber UMD  
Lisa Pratt UMD  
Harlan Stech UMD  
John Rashid UMD  
Tom Ambrosi UMD  
Hannah Mumm Student Body President

Agenda Items	Person(s) Responsible	Item Start Time
<ul style="list-style-type: none"> <li>Opening Comments, Introductions, Contract Status, Agenda Review</li> <li>Campus insight workshop:                             <ul style="list-style-type: none"> <li>Special Places</li> <li>UMD "bests"</li> <li>UMD "worsts"</li> <li>Arrival Sequence</li> <li>Experienced and Visitor Surrounding Context</li> <li>Advantages and Disadvantages</li> <li>What things make UMD Special?</li> </ul> </li> <li>Guiding Principles Discussion</li> <li>Break</li> <li>Opportunities</li> <li>Lunch (brought in)</li> <li>Continued Discussion, 6 Year Capital Plan/Other Needs</li> <li>Community Outreach</li> <li>Digital/Social Media</li> <li>Next Meeting Proposed 07/10/12</li> <li>Adjourn</li> </ul>	<p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p>	<p>9:00 am</p> <p>9:20 am</p> <p>10:00 am</p> <p>10:35 am</p> <p>10:45 am</p> <p>11:25 am</p> <p>11:45 am</p> <p>12:25 pm</p> <p>12:40 pm</p> <p>12:55 pm</p> <p>1:00 pm</p>

Items	Discussion	Action By
Opening Comments	Gary Hay began the meeting by welcoming the participants and having them introduce themselves. Gary shared with the PFC (Physical Facilities Committee) that Hay Dobbs has now received a contract from the U of M and that Hay Dobbs is finalizing insurance and contract requirements. Gary then reviewed the agenda for the workshop and outlined general goals and expected outcomes.	
Campus Insights Exercise	Tom Dobbs and Gary Hay led a series of exercises wherein the PFC was requested to individually note, on 6 separate maps, their respective insights into: Special Places on the UMD campus; The "best" places on the UMD campus; The "worst" places on the UMD campus; The Arrival Sequence getting to/from campus for both the PFC member and visitors; The "front door" to UMD; and thoughts on "What makes UMD Special". Individuals then sequentially shared and explained their rationale for their choices/selections/notes captured on each site plan.	
Guiding Principles Discussion	Tom Dobbs and Gary Hay shared that they had thoroughly reviewed the past (2005) master plan and that Hay Dobbs has completed initial campus reconnaissance and analysis. They noted that the 3 key values and plan elements: "Concentrated Academic Core", "Outreach and Access", and "Regional Setting", along with their respective subsets, were still generally valid. After some discussion, Tom Dobbs proceeded to present Hay Dobbs' initial draft "Guiding Principles". Tom explained that these principles build upon the 2005 key values and that they are intended to be broad based touchstones from which future strategies and directions can be based. Tom also explained that although these principles need to be finalized at some point soon, they are open for review and comment by the PFC. After additional discussion Tom shared the 5 Guiding Principles: 1) Establish a clear campus edge on College and Woodland; 2) Establish a primary campus entry; 3) Maintain and strengthen the "Academic Village"; 4) Connect the campus to the regional environment; 5) Visibly manifest sustainability. Tom explained the rationale for the principles as well as conveying how various initiatives and projects nest within the principles. Harlan Stech inquired how the Campus Insights Exercise conducted prior informs the principles. It was explained that the Campus Insights Exercise provided insight and details that confirm Hay Dobbs' observations to date,	





	<p>or unveil to Hay Dobbs heretofore unknown information about the campus. It was also noted that entire master planning process is an iterative process, not a linear process, and that the insights will inform decision-making beyond today's meeting. Bob Krumweide questioned the need for a clear campus edge on College and Woodland and suggested that the campus shouldn't be an isolated island within the city but rather an inviting destination. Gary Hay noted that the edge may not be a hard physical edge but it is a more defined demarcation of where the city and the university come together. Mick McComber questioned the need for a primary entry and wanted to make sure that users can still get into the campus via other routes and entries. Tom Dobbs clarified that the intent of a primary entry was to add to the clarity and ease of the arrival sequence, but not to close off secondary or tertiary campus entry points. John Rashid inquired about the "academic village". Tom Dobbs clarified that "academic village" would include housing, athletics/recreation, administration, support and open space in addition to labs and classrooms. There was general agreement that the campus should connect for fully to the regional environment and that visibly manifesting sustainability is a good thing and that it continues the sustainability efforts already underway. There was continued discussion with the general sentiment that the 5 Guiding Principles were valid. No additional Principles, or edits to those proposed, were offered by the PFC.</p>	
<p>Opportunities</p>	<p>Tom Dobbs presented a diagram, prepared by Hay Dobbs, that showed with a 1000 foot radius (Kirby Hub being the focus) how the campus has grown to the north and south over time. Tom explained that the circle represented a 10 minute walk from end to end of the campus. The north and south limits to the main mass of the campus coincidentally extend to the edges of this circle. It was noted that the campus does not have much more room to grow in the north/south direction. Gary Hay and Tom Dobbs showed on the plan how the campus could begin to grow to the east while still remaining comfortably within the 1000 foot radius from Kirby. The diagram also suggested opportunities to bring the character similar to the natural environment found in Bagley Nature Area more fully down the hill into the campus. Hay Dobbs also suggested that the character of campus buildings may want to transition from more urban and formal in the southern and eastern parts of the campus to more distributed and "dispersed in the forest" in the northern portions of the campus. The diagram further described how a signature entrance off of West College Street could allow a symbolic campus entry without creating major disruptions to displacement of recreation and athletic fields and open space along Woodland Drive. Hay Dobbs also pointed out that a signature entry off of West College Drive will be less expensive than a new signature entry off of Woodland drive due to a shorter length and little to no impact on the recreation and athletic fields. There was much discussion about the merits and shortcomings of the described opportunities. John Rashid stated that decisions should be made the benefit the campus in the long run. Tom Dobbs stated that the City of Duluth has not yet been contacted by Hay Dobbs to discuss the viability of any new or relocated entries into campus and that that needs to occur as a next step. John Rashid suggested that we meet with the Mayor and City Staff soon to discuss. Hay Dobbs concurred and John volunteered to set up the meeting(s). The meetings are anticipated to take place within the next two weeks. It was also stated by the PFC that the Chancellor's Committee would have to make any final decisions about a new, improved or relocated campus entry. John Rashid stated that Hay Dobbs could likely present alternatives to the Committee for review and selection, on July 9<sup>th</sup>, a day before the next planned PFC meeting. Hay Dobbs will illustrate alternative campus entries and will articulate the pros and cons of each option for Committee review. Hay Dobbs pointed out that the strategic direction shown in diagrammatic form could accommodate all of the space needs described in the 6 Year Capital Plan as well as other needs beyond that timeframe.</p>	<p>John Rashid, Hay Dobbs</p>
<p>Community Outreach</p>	<p>Hay Dobbs inquired about the appropriate timeframe and forum to share master planning concepts and direction with the broader community. Lisa Pratt noted that community outreach is essential and that the PFC will determine the appropriate time frame and content to share with the community. The PFC generally agreed. Hay Dobbs requested a more definitive timeline and audience for the outreach.</p>	<p>PFC</p>
<p>Digital/Social Media</p>	<p>Hay Dobbs asked about the desire by the PFC to share master planning concepts with the greater University (students, staff, faculty, etc.) as well as the community via Social Media. It was discussed that</p>	<p>PFC</p>

<p>Next Meeting</p>	<p>this would be important and that the Student Affairs efforts/networks should be used as one vehicle for this effort. Hannah Mumm stated that this could be easily done and that Student Affairs could assist in the effort. Lisa Pratt noted that the Alumni Office could be integrated into this effort as well. Hay Dobbs requested that the PFC define more specifically the desire to implement this and the framework/management expectations for content sharing and management. The next workshop will be held on Tuesday, July 10 from 9 am to 1pm at a location TBD.</p>	<p>All/John Rashid to locate a room</p>
<p>Adjourn</p>	<p>The meeting was adjourned at 1:15 pm.</p>	

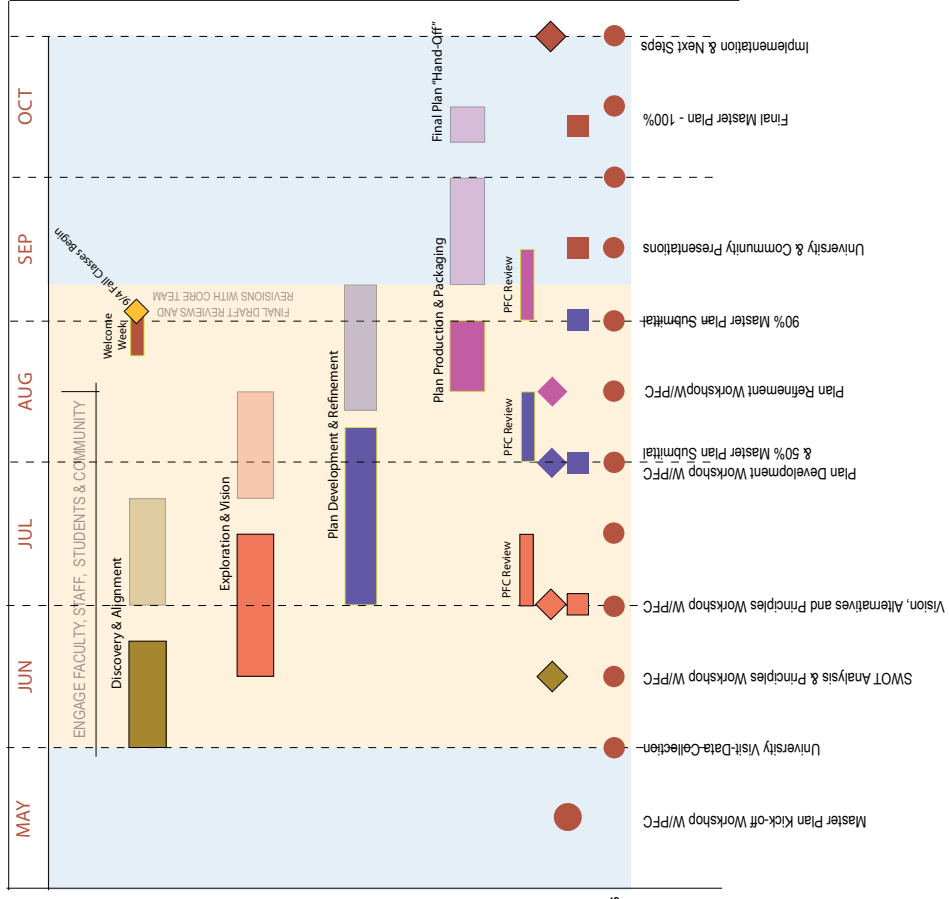
The writer believes this document accurately reflects the business transacted during the meeting. If any attendees believe there are inconsistencies, omissions or errors in the minutes, he should notify the writer within 3 business days. Unless objections arise, consider this account accurate and acceptable to all present.

Writer: Thomas Dobbs

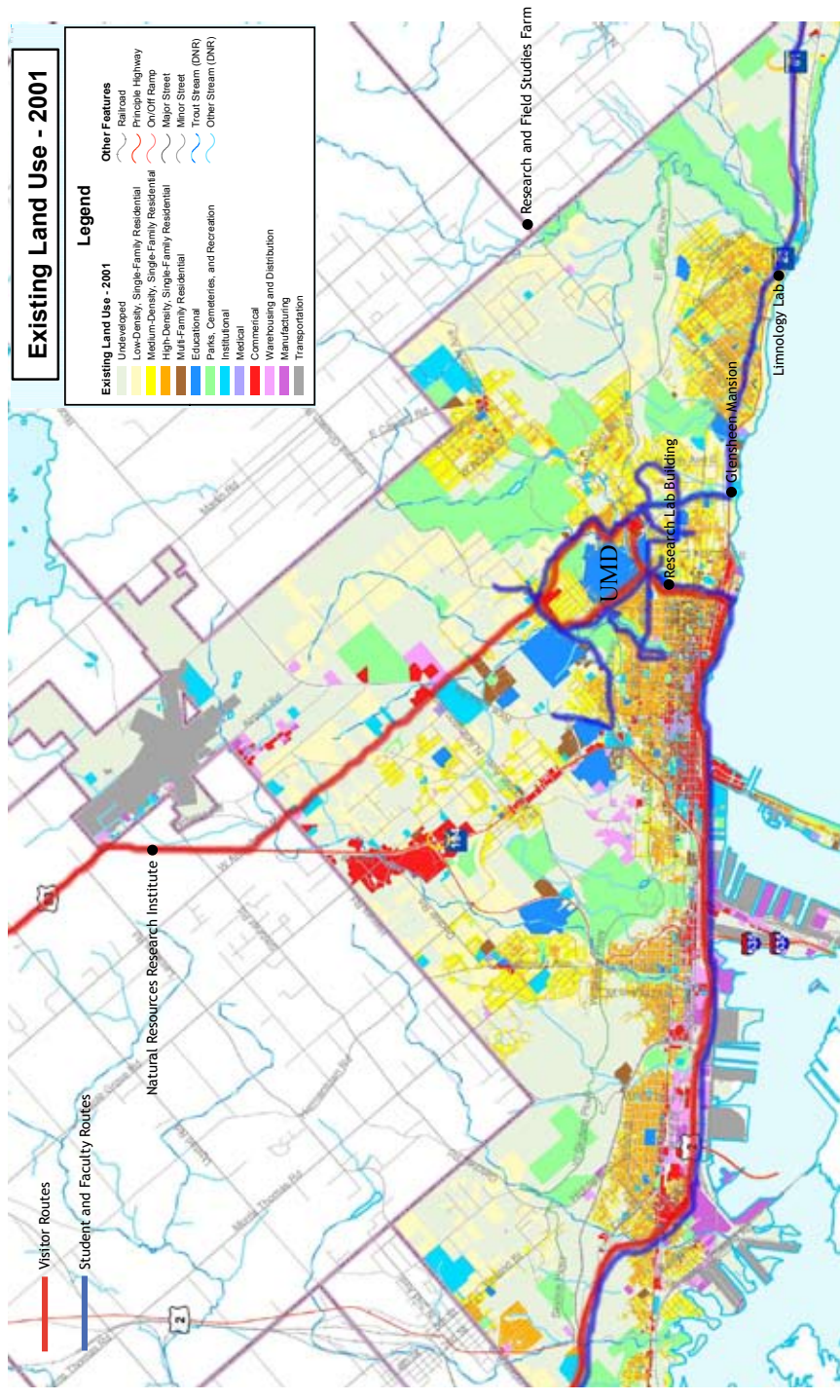
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**PROPOSED SCHEDULE & WORKPLAN 2012**  
17 May 2012

- ◆ Proposed Workshops with Physical Facilities Committee
- Proposed Submittals and/or Presentations
- Proposed Project Management Updates and Reviews



Project Management Updates & Reviews



**CAMPUS ARRIVAL SEQUENCE**  
CAMPUS MASTER PLAN UPDATE  
University of Minnesota Duluth

HAY DOBBS

**UMD**

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Project Name: UMD Campus Master Plan Update

HD Project #: 12007.001

Date: 07/10/12

Location: UMD, 520 Darland

Purpose of Meeting: Master Plan Workshop

Meeting # 4

Start time: 9:00 am End time: 1:00 pm

In Attendance: Thomas Dobbs Firm/ Hay Dobbs  
Gary Hay Abbreviation :  
Amanda Fudala : UMD  
Jodi Grebinoski UMD  
Patrick Keenan UMD  
John King UMD  
Cheryl Love UMD  
Mick McComber UMD  
Lisa Pratt UMD  
John Rashid UMD  
Harlan Stech UMD

Items	Discussion	Action By
Opening Comments	Gary Hay began the meeting by welcoming the participants. Gary then reviewed the agenda for the workshop and outlined general goals and expected outcomes. Gary also confirmed that the meeting minutes from the 06/07/12 PFC meetings were accurate.	
Chancellor's Cabinet Meeting Recap	Gary Hay shared that he participated in a meeting with Chancellor's Cabinet on 06/28/12 to share 4 options for a primary campus entry. He presented plans that described how each of the 4 options had various pros and cons. He went on to describe how the Chancellor's Cabinet advised that the PFC/Master Plan should proceed with Option #2. Option #2 is a new entry off of W. College Street east of the Lund Physical Plant Building and west of the existing ball diamond. Option #2 also would include pedestrian/bike trails/paths connecting Woodland Drive to the campus, a pedestrian bridge over Woodland Drive, as well as a monument sign at the corner of Woodland and College. Gary also shared that the Cabinet concurred with the prior Guiding Principles and reiterated the desire to develop a focal point to the campus, create a better "front door" to the campus and to make the UMD campus more visible and recognizable.	
Precedents Presentation and Discussion	Tom Dobbs and Gary Hay presented a series of precedent images to help the PFC understand how certain physical components of the Master Plan could take shape and be designed on the UMD campus. Specifically, these precedents included: Entries and Signs, Bridges, Lawns, Yards, Stairs, and Structured Parking.	
Opportunities	Gary Hay presented several concept plans based on Option #2, prepared by Hay Dobbs, that showed how a new entry drive and feature lawn in front of Solon Campus Center could work. The plans showed new entries, roadways, parking, monument signs, pedestrian bridge, sidewalks, trails, paths, open space and new building locations. Several illustrations were also presented describing the aforementioned elements of the plan.	

Future Campus Snapshot	Hay Dobbs inquired about future campus projections for enrollment and facility utilization related to academics, housing, support, recreation, athletics and parking. John King shared that the strategic enrollment plan is being undertaken by the University as an outgrowth of the Strategic Plan. He shared that that work will be completed in about a year and that for the purposes of this master plan a 1%-2% per year enrollment growth projection should be used. Hay Dobbs requested more detail related to facility needs as determined by the University. A subset of the PFC will meet the week of July 16 <sup>th</sup> to discuss this in more detail. The findings will be conveyed to Hay Dobbs, in a spreadsheet format, at or before the next PFC Meeting.	PFC
Community Outreach and Digital/Social Media	Hay Dobbs inquired about the appropriate timeframe and forum to share master planning concepts and direction with the broader community. John Rashid shared that the PFC will determine the appropriate time frame and content to share with the community and that no action is required at this time. Hay Dobbs requested a more definitive timeline and audience for the outreach.  John King also noted that he will personally share the current plan principles and direction with the developer (Mark Lambert) of the mixed use project (Bluestone Commons) east of Woodland Drive.	PFC
City of Duluth Review Process	Hay Dobbs requested that John Rashid convene a meeting with the City of Duluth to review the concept plans and issues specifically related to campus entries, traffic and pedestrian/bike paths and street crossings (at grade and ped bridge). John stated that he will set up the meeting within 2 weeks or sooner.	John Rashid
Schedule Update	Gary Hay noted that due to the PFC request for Hay Dobbs to meet with the Chancellor's Cabinet to review entry options, (and the subsequent meeting), the schedule has been slightly impacted by approximately 2 weeks.	
Concept Plan Feedback	Hay Dobbs requested feedback on the direction of the master plan and specific plan components. The PFC, individually in turn, described general support of the plan direction. In summary, comments included: <u>Positives:</u> New Entry Location; New Entry can be implemented with little impact on existing facilities; The idea of transparent/glassy linkways between buildings/new buildings; A Ped Bridge over Woodland; More greenspace/open space/quads on campus; A monument/sign on the corner of Woodland and College; Keeping University Drive even with the introduction of a new entry drive; More Ped/Bike paths and their support of sustainability; A glass staircase/winter garden connection Kirby down to Solon and looking out (south facing) over a new open lawn and grand stair east of Solon; <u>Neutral/Need Exploration:</u> Better identification of corner of Junction and College as a campus edge; Potential roundabouts at intersections of College/Woodland and College/Junction; Crosswalks at Snelling and/or Lawn; View/Arrival from Woodland to Solon is the best but is impractical; Replace chain link fences around ballfields with more decorative fencing <u>Concerns:</u> Ped/Bike Paths from Woodland to campus may still disrupt/displace some of the ballfields; A bike/peped path from the campus to the Lambert development isn't as strong as a roadway connection; Traffic/Access at College/Woodland; Relocate some ballfields to north of St. Marie?; Removing/replacing chain link fences around ballfields may increase the likelihood of damage to the fields	All
Next Meeting	The next workshop will be held on Thursday, August 2 <sup>nd</sup> , from 9 am to 1pm in 520 Darland	All
Adjourn	The meeting was adjourned at 1:00 pm.	

The writer believes this document accurately reflects the business transacted during the meeting. If any attendees believe there are inconsistencies, omissions or errors in the minutes, he should notify the writer within 3 business days. Unless objections arise, consider this account accurate and acceptable to all present.

Writer: Thomas Dobbs

Cc: John Rashid for distribution; File.



Meeting Called by: Hay Dobbs  
 Participants: Hay Dobbs, UMD PFC  
 Date: 08/02/12  
 Start Time: 9:00 am  
 Location: UMD, Darland 520  
 Meeting Purpose: Master Plan Workshop  
 Project Name: UMD Campus Master Plan Update  
 Project Number: 12007.001

Meeting Called by: Hay Dobbs  
 Participants: Hay Dobbs, UMD PFC  
 Date: 08/02/12  
 Start Time: 9:00 am  
 Location: UMD, Darland 520  
 Meeting Purpose: Master Plan Workshop  
 Project Name: UMD Campus Master Plan Update  
 Project Number: 12007.001

Agenda Items	Person(s) Responsible	Item Start Time
• Opening Comments, Agenda Review, prior meeting Meeting Minutes	All	9:00 am
• City of Duluth Planning Department	Hay Dobbs	9:15 am
• Alignment	Hay Dobbs/All	9:30 am
• Break	All	10:35 am
• Priorities and Phasing	All	10:45 am
• Lunch ( <i>brought in</i> )	All	12:00 pm
• Schedule Update & Campus Input Planning	Hay Dobbs	12:20 pm
• Community Outreach /Digital/Social Media	All	12:30 pm
• Next Meeting Proposed 08/23/12	All	12:50
• Adjourn	All	1:00 pm

Meeting Called by: Hay Dobbs  
 Participants: Hay Dobbs, UMD, City of Duluth Staff/Electeds  
 Date: 08/28/12  
 Start Time: 10:00 am  
 Location: UMD, Darland 430  
 Meeting Purpose: UMD Master Plan Workshop/Follow up  
 Project Name: UMD Campus Master Plan Update  
 Project Number: 12007.001

Agenda Items	Person(s) Responsible	Item Start Time
<ul style="list-style-type: none"> <li>• Introductions/Opening Comments,</li> <li>• Fundamentals of UMD Master Plan                             <ul style="list-style-type: none"> <li>- Improve walkability and pedestrian safety on and around campus</li> <li>- Limit traffic and pedestrian street crossings in campus interior</li> <li>- Park on the campus perimeter</li> <li>- Retain/Expand number of ballfields</li> <li>- Allow for facilities expansion</li> </ul> </li> </ul>	All	10:00 am
<ul style="list-style-type: none"> <li>• City of Duluth Staff Priorities</li> </ul>	Hay Dobbs/UMD	10:10 am
<ul style="list-style-type: none"> <li>• Alignment/Common Understandings                             <ul style="list-style-type: none"> <li>- Embrace the Higher Education Small Area Plan</li> <li>- Address traffic issues throughout the neighborhood</li> <li>- Other</li> </ul> </li> </ul>	City of Duluth Staff	10:25 am
<ul style="list-style-type: none"> <li>• Break</li> </ul>	Hay Dobbs/UMD/City of Duluth	10:40 am
<ul style="list-style-type: none"> <li>• Traffic Issues                             <ul style="list-style-type: none"> <li>- Woodland; College; Junction; St. Marie; Clover; Other</li> </ul> </li> </ul>	All	10:55 am
<ul style="list-style-type: none"> <li>• Commitment to Financial Responsibility/Implementability</li> </ul>	UMD/City of Duluth	11:05 pm
<ul style="list-style-type: none"> <li>• Lunch (<i>brought in</i>)</li> </ul>	UMD/City of Duluth	11:30 pm
<ul style="list-style-type: none"> <li>• Concepts</li> </ul>	All	11:50 pm
<ul style="list-style-type: none"> <li>• Next Steps</li> </ul>	All	12:10 pm
<ul style="list-style-type: none"> <li>• Adjourn</li> </ul>	All	12:45 pm
		1:00 pm



WWW.HAYDOBBS.COM

Meeting Called by: *Hay Dobbs*  
 Participants: *Hay Dobbs, UMD, City of Duluth Staff/Electeds*  
 Date: *09/27/12*  
 Start Time: *10:30 am*  
 Location: *UMD, Darland 520*  
 Meeting Purpose: *UMD Master Plan Workshop/Follow up*  
 Project Name: *UMD Campus Master Plan Update*  
 Project Number: *12007.001*



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Project Name: UMD Campus Master Plan Update  
 HD Project #: 12007.001  
 Date: 09/27/12  
 Location: UMD, 520 Darland  
 Purpose of Meeting: Master Plan Workshop  
 Meeting # 5  
 Start time: 10:30 am  
 End time: 12:00 pm  
 In Attendance: Thomas Dobbs, Hay Dobbs Firm/  
 UMD PFC Abbreviation  
 Mike Seymour, Vice :  
 Chancellor UMD

Agenda Items	Person(s) Responsible	Item Start Time
<ul style="list-style-type: none"> <li>• Introductions/Opening Comments,</li> <li>• City of Duluth Review Summary                             <ul style="list-style-type: none"> <li>- 07/23/12 mtg at City Hall</li> <li>- 08/15/12 mtg at City Hall</li> <li>- 08/29/12 on-campus</li> <li>- Staff/Mayor/Council Member</li> <li>- +- 2 mo. schedule impact</li> <li>- City now supportive of plan</li> </ul> </li> <li>• Public Outreach Discussion                             <ul style="list-style-type: none"> <li>- Students</li> <li>- Faculty and Staff</li> <li>- Neighborhood</li> <li>- Other?</li> <li>- Physical/Digital tools</li> </ul> </li> <li>• Schedule Review                             <ul style="list-style-type: none"> <li>- Milestones to completion</li> </ul> </li> <li>• Next Steps</li> <li>• Adjourn</li> </ul>	<p>All</p> <p>Hay Dobbs/UMD</p> <p>Hay Dobbs/UMD</p> <p>Hay Dobbs/UMD</p> <p>All</p> <p>All</p>	<p>10:30 am</p> <p>10:35 am</p> <p>11:00 am</p> <p>11:30 am</p> <p>11:50 am</p> <p>12:00 pm</p>

Discussion	Action By
<p>Tom Dobbs began the meeting by welcoming the participants and asking everyone to introduce themselves as there a several new members of the PFC. Tom Dobbs then reviewed the agenda for the workshop and outlined general goals and expected outcomes.</p> <p>Tom Dobbs shared with the committee a summary of the work progress with the City of Duluth that has transpired over the last two months. Tom summarized the 07/23/12 mtg at City Hall, the 08/15/12 mtg at City Hall, and the 08/29/12 on-campus. He described how the City (Mayor, Councilor and Staff) is now supportive of plan as well as Mark Lambert, Developer of the Bluestone Commons project east of Woodland Avenue. Tom went on to describe how resolving traffic and access issues with the City of Duluth took about 2 months but that the study should still be completed by the end of the UMD Fall Semester. John Rashid pointed out that a bigger question will now be "when" will the University begins to undertake the entry/gateway project(s).</p>	<p>Hay Dobbs/John Rashid/John King</p>
<p>Tom Dobbs expressed the desire/need of bringing the master plan to broader community to get feedback. It was stated by several participants, that outreach is essential and should be undertaken. Various means/methods were discussed by committee members and it was determined that an open house format along with one or more scheduled presentations was the appropriate means to engage the surrounding neighborhood, known as Campus Neighbors, as well as the student body and greater UMD community. It was suggested that a 6pm presentation be scheduled on Wednesday, October 17<sup>th</sup> during the Campus Neighbors regularly scheduled meeting. Suggestions were made about additional Open House times and informal presentations preceding the 10/17 meeting or on the following day primarily focused on the UMD community. This will be discussed further by Hay Dobbs, John Rashid and John King to figure out the appropriate format and duration of additional outreach.</p> <p>Tom Dobbs reviewed the overall master plan process schedule in light of the 2 month effort with the City of Duluth. Tom pointed out major milestones that will be achieved to complete the plan, including 75% and 90% draft submittals, a final draft submittal date and several more reviews/workshops. It is anticipated that the next PFC meeting/workshop will take place no 10/25/12 from 10am to 12-pm.</p> <p>The meeting was adjourned at 12:03 pm.</p>	<p>All</p> <p>All</p>

The writer believes this document accurately reflects the business transacted during the meeting. If any attendees believe there are inconsistencies, omissions or errors in the minutes, he should notify the writer within 3 business days. Unless objections arise, consider this account accurate and acceptable to all present.

Writer: Thomas Dobbs

Cc: John Rashid for distribution; File.



**HAY DOBBS**

ARCHITECTURE  
URBAN DESIGN  
PLANNING  
INTERIORS

WWW.HAYDOBBS.COM

Project Name: UMD Campus Master Plan Update  
 HD Project #: 12007.001  
 Date: 11/01/12  
 Location: UMD, 520 Darland  
 Purpose of Meeting: Master Plan Workshop Meeting # 6  
 Start time: 10:30 am End time: 12:00 pm  
 In Attendance: Thomas Dobbs Firm/ Hay Dobbs  
 Gary Hay Abbreviation Hay Dobbs  
 UMD PFC, Sign In Sheet : UMD  
 Attached

Discussion	Action By
John Rashid began the meeting conveying to Hay Dobbs and the PFC the positive feedback received regarding the on-campus presentations to the UMD and Campus Neighbors Communities on 10/17/12.	
Tom Dobbs shared with the committee a summary of the two presentations that were completed on 10/17/12. The first of which was held in Kirby over the lunch hour primarily for UMD faculty, staff and students. The second of which was held in Solon that evening during the Campus Neighbors Annual Meeting.	
Tom Dobbs presented to the PFC the final document format for comments. The proposed table of contents was distributed and the primary sections and content were presented.	
Tom Dobbs reviewed the overall master plan process schedule to complete the Draft Master Plan update and the Final Master Plan update.	
The meeting was adjourned at 11:45 am	

The writer believes this document accurately reflects the business transacted during the meeting. If any attendees believe there are inconsistencies, omissions or errors in the minutes, he should notify the writer within 3 business days. Unless objections arise, consider this account accurate and acceptable to all present.

Writer: Thomas Dobbs

Cc: Cheryl Anderson for distribution; File.

Attachments: 1 – 11/01/12 PFC Meeting Sign-in sheet



# University of Minnesota Duluth Campus Master Plan Appendix









18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
LAWNS  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 8



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
LAWNS  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 9



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
LAWNS  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 10



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
LAWNS  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 11



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
YARDS  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 12



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
YARDS  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 13



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
SEINFEL  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 14



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
SEINFEL  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 15



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
PARKING  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 16



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
PARKING  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 17



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
PROPOSED NEW CAMPUS ENTRIES & ROAD LOCATION  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 18



18th JULY 2021  
PROJECT NO. 1024-001  
**UMD**  
PROPOSED NEW CAMPUS ENTRIES & ROAD LOCATION  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA  
DULUTH, MINNESOTA  
HAYDOBBE SK. 19

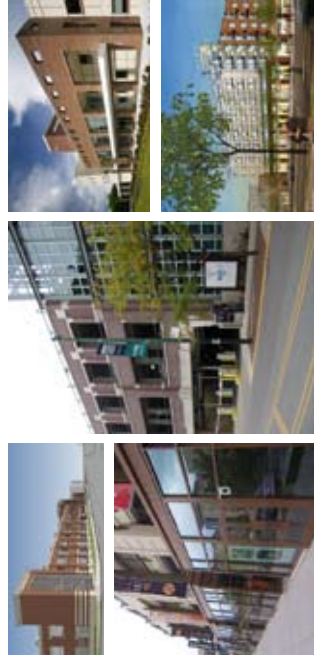


**CAMPUS MASTER PLAN WORKSHOP**  
University of Minnesota Duluth  
02 August, 2012



Master Plan Alignment - Entries  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 27



Master Plan Alignment - Parking  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 31

Develop a **"Focal Point"** for the UMD Campus  
Create a **"Front Door"** for the UMD Campus  
Make the UMD Campus more **"Visible"**  
**"Connect"** the UMD Campus to Woodland Avenue  
Create a **"Pedestrian and Bicycle Friendly"** UMD Campus  
Connect and **"Integrate"** UMD Campus into the City of Duluth  
Enhance **"Visual Quality"** of UMD Campus  
Establish a UMD Campus **"Primary Entry"**  
Maintain and strengthen the **"Academic Village"**  
Connect the UMD Campus to the **"Regional Environment"**  
Visibly manifest **"Sustainability"**

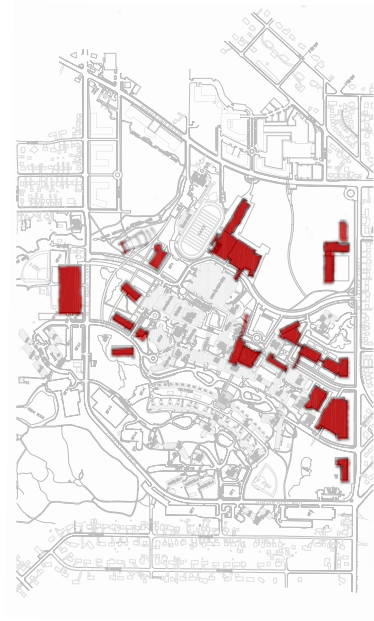
UMD Strategic Plan Goals  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 24



Master Plan Alignment - Entries  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 28



Master Plan Alignment - New Building Locations  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 32

**UMD Strategic Plan Goals**

**Goal 1.** Promote integrated curricular, co-curricular, and living-learning undergraduate experiences that achieve UMD's student learning goals and prepare students for lifelong learning, globally engaged citizenship, and success in their academic, personal, and professional lives.

**Goal 2.** Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.

**Goal 3.** Establish UMD as a center of excellence for graduate studies in the Upper Midwest.

**Goal 4.** Advance UMD's stature as a major campus for research and creative activities, leveraging our region's unique natural, human, and cultural resources.

**Goal 5.** Strengthen ties with Duluth and surrounding communities in an intentional, visible and mutually beneficial partnership.

**Goal 6.** Utilize UMD's infrastructure, technologies, and information, human and financial resources to support the campus in a sustainable manner.

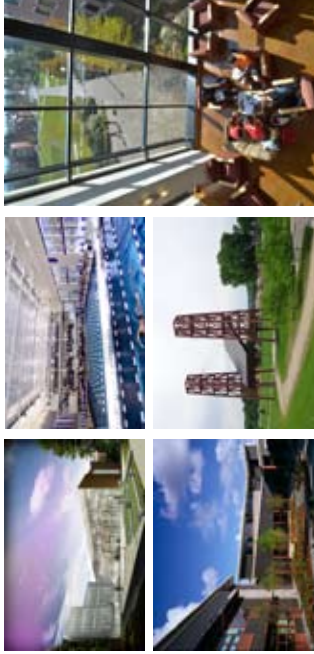
UMD Strategic Plan Goals  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 25



Master Plan Alignment - Entries  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 29



Master Plan Alignment - New Building Locations  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 33

**City of Duluth Higher Education Small Area Plan Goals**

**Goal 1.** Strengthen single-family neighborhoods through appropriate zoning tools and neighborhood stabilization efforts.

**Goal 2.** Minimize impacts on single-family neighborhoods from noise, light pollution, and visual impacts of student housing.

**Goal 3.** Promote mixed-use development and student housing along transit corridors and within walking distance of campus

**Goal 4.** Increase use of alternate modes of transportation.

**Goal 5.** With leadership from The University of Minnesota Duluth and The College of St. Scholastica, integrate the colleges and students into the community.

CITY OF DULUTH HIGHER EDUCATION SMALL AREA PLAN GOALS  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 26



Master Plan Alignment - Parking  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 30



Master Plan Alignment - Ped/Bike Connections  
CAMPUS MASTER PLAN UPDATE  
Duluth, Minnesota

SK. 34





**City of Duluth Higher Education Small Area Plan Goals**

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City of Duluth Higher Education Small Area Plan Goals  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA

Transition Woodland Avenue to a "Mixed-Use - Pedestrian Friendly" area...  
"Within Walking Distance" to campus... p. 6

... mixed-use projects to spur "More Walking" and less driving, use of transit, relative to access to campus p. 33

Maintain a "Unique Sense of Place" while being "Resourceful" in the ways public dollars are spent. p. 35

"Public Space" should be included as part of redevelopment efforts p. 6

... part of the solution "Reducing the Number of Trips" made to campus by car p. 51

Alternative modes such as "Walking, Biking and Transit receive overwhelming support" p. 51

Alternative transportation is often more "Cost Effective" than building bigger roads p. 51

...pedestrian and bicycle "Crossings at Multiple Locations" between St. Marie Street and College Street p. 6

Develop "Pedestrian Connections" to and within the stopping centers... p. 52

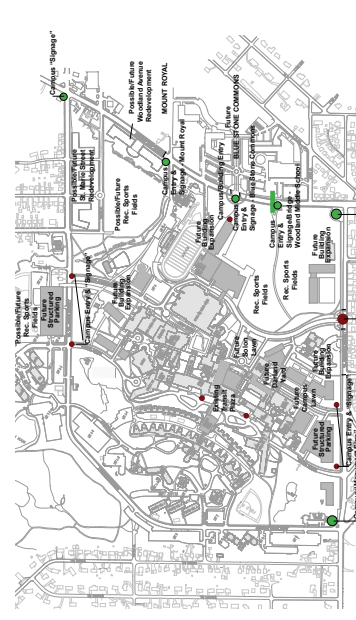
Paramount to providing pedestrian access... a new "Main Entrance Along Woodland"

as shown in the 2009 campus plan... p. 51

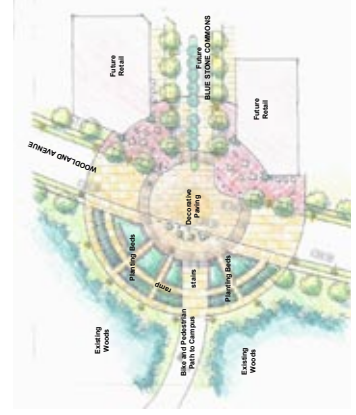
City of Duluth Higher Education Small Area Plan Goals  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA



Proposed UMD Master Plan - W. College Street Entry  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA



Proposed UMD Master Plan - Loss Range Plan  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA



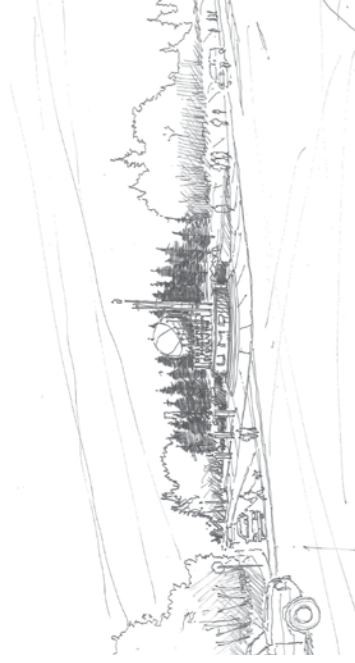
Illustrative Concept Plan of Campus Entry - Blue Stone Commons  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA



Illustrative View of Blue Stone Commons at Campus Entry  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA



Illustrative View of Campus Entry at Blue Stone Commons  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA



Illustrative View of Campus Monument Sign at W. College St. & Woodland Avenue  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA



Illustrative View of Campus Entry & Bridge at Woodland Avenue  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA



Illustrative View of St. Louis Lane at the Campus Entry Drive  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA

**UMD Strategic Plan Goals**

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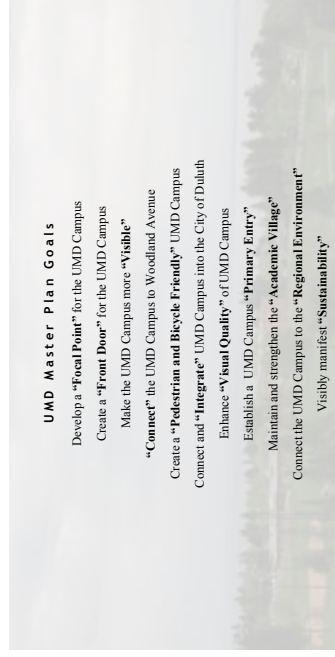
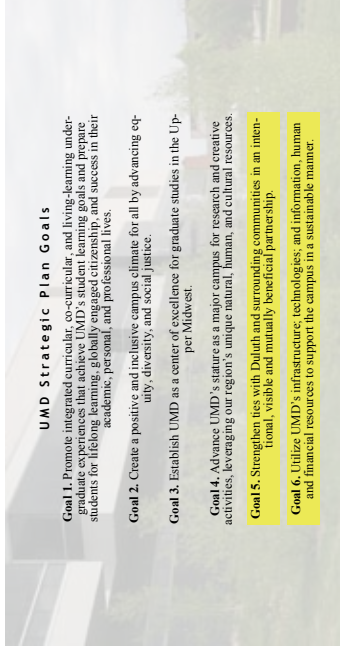
**Goal 4.** Advance UMD's stature as a major campus for research and creative activities, leveraging our region's unique natural, human, and cultural resources.

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UMD Strategic Plan Goals  
CAMPUS MASTER PLAN UPDATE  
UNIVERSITY OF MINNESOTA DULUTH  
DULUTH, MINNESOTA

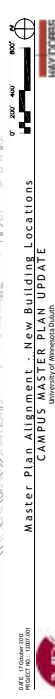
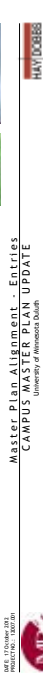
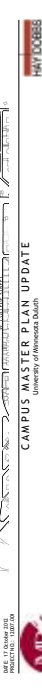
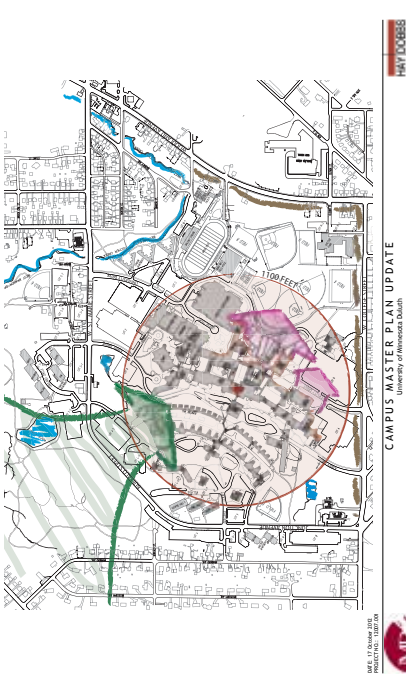
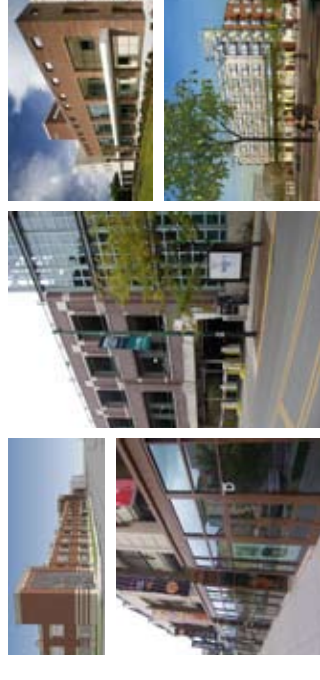




- UMD Master Plan Principles**
- 1) Establish a clear campus edge on College and Woodland
  - 2) Establish primary campus entries
  - 3) Maintain and strengthen the "Academic Village"
  - 4) Connect the campus to the regional environment
  - 5) Visibly manifest sustainability



Transition Woodland Avenue to a "Mixed-Use, Pedestrian Friendly area..."  
 "... Within Walking Distance" to campus... p. 6  
 ... mixed-use projects to spur "More Walking" and less driving, use of transit, relative to access to campus... p. 33  
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 ...pedestrian and bicycle "Crossings at Multiple Locations" between St. Marie Street and College Street... p. 6  
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 Paramount to providing pedestrian access... a new "Main Entrance Along Woodland"  
 as shown in the 2009 campus plan... p. 51







DATE: 11/20/2018  
 PROJECT: 1500 011  
**Master Plan Alignment - New Building Locations**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



DATE: 11/20/2018  
 PROJECT: 1500 011  
**Master Plan Alignment - Ped/Bike Connections**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



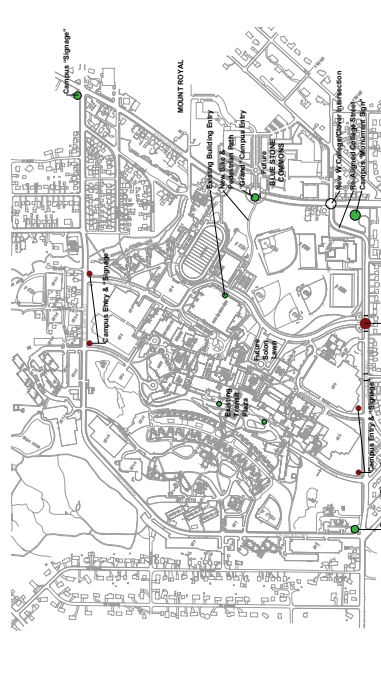
DATE: 11/20/2018  
 PROJECT: 1500 011  
**Master Plan Alignment - Open Space**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



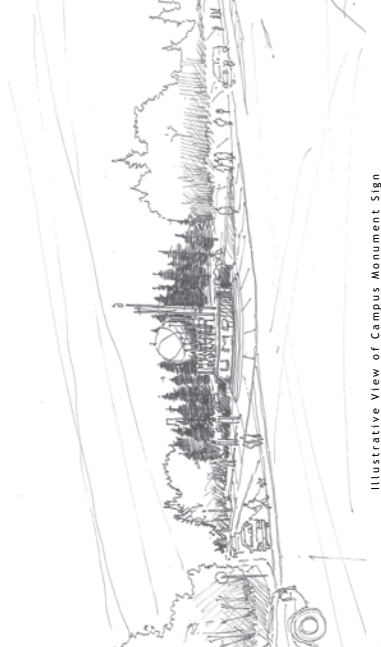
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 PROJECT: 1500 011  
**Master Plan Alignment - Open Space**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



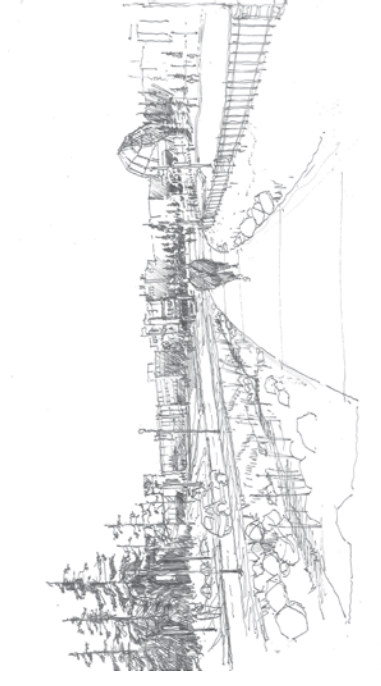
DATE: 11/20/2018  
 PROJECT: 1500 011  
**Master Plan Alignment - Engage the Landscape**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



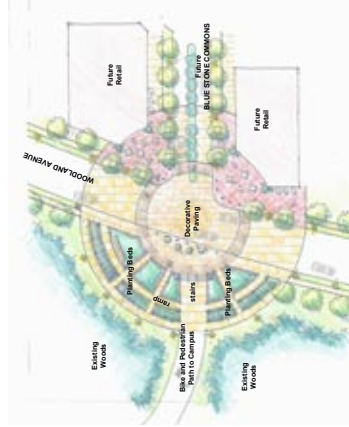
DATE: 11/20/2018  
 PROJECT: 1500 011  
**Proposed UMD Master Plan - Short Term Plan**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



DATE: 11/20/2018  
 PROJECT: 1500 011  
**Illustrative View of Campus Monument Sign at W. College St. & Woodland Avenue**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



DATE: 11/20/2018  
 PROJECT: 1500 011  
**Illustrative View of Solon Lawn at the Campus Entry Drive**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



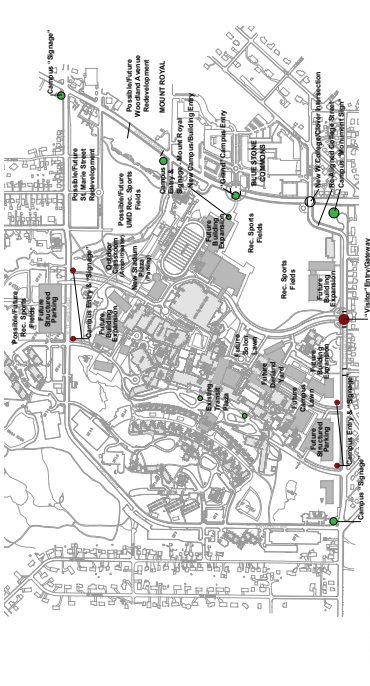
DATE: 11/20/2018  
 PROJECT: 1500 011  
**Illustrative Concept Plan of Campus Entry - Blue Stone Commons**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



DATE: 11/20/2018  
 PROJECT: 1500 011  
**Illustrative View of Blue Stone Commons at Campus Entry**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



DATE: 11/20/2018  
 PROJECT: 1500 011  
**Illustrative View of Campus Entry at Blue Stone Commons**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES



DATE: 11/20/2018  
 PROJECT: 1500 011  
**Proposed UMD Master Plan - Lone Range Plan**  
 CAMPUS MASTER PLAN UPDATE  
 University of Minnesota Duluth  
 Duluth, Minnesota  
 HNTB DOBBES

**CAMPUS MASTER PLAN UPDATE**  
Process and Recommendations  
University of Minnesota Duluth  
26 November 2012



**UMD Strategic Plan Goals**

**Goal 1.** Promote integrated, equitable, co-curricular, and living-learning undergraduate experiences that advance UMD's student learning goals and prepare students for lifelong learning, globally engaged citizenship, and success in their academic, personal, and professional lives.

**Goal 2.** Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.

**Goal 3.** Establish UMD as a center of excellence for graduate studies in the Upper Midwest.

**Goal 4.** Advance UMD's stature as a major campus for research and creative activities, leveraging our region's unique natural, human, and cultural resources.

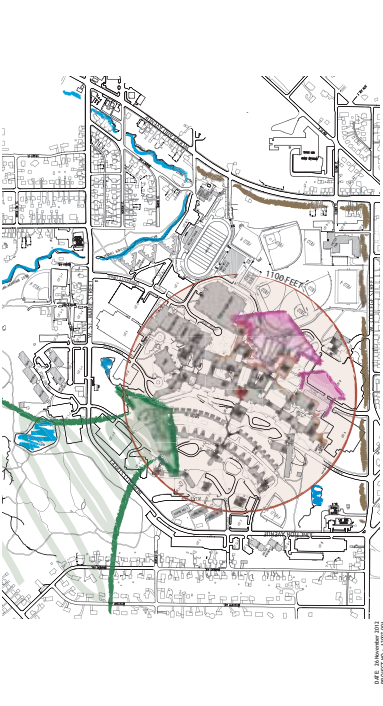
**Goal 5.** Strengthen ties with Duluth and surrounding communities in an intentional, visible and mutually beneficial partnership.

**Goal 6.** Utilize UMD's infrastructure, technologies, and information, human and financial resources to support the campus in a sustainable manner.



**UMD Master Plan Principles**

- 1) Establish a clear campus edge on College and Woodland
- 2) Establish primary campus entries
- 3) Maintain and strengthen the "Academic Village"
- 4) Connect the campus to the regional environment
- 5) Visibly manifest sustainability



**UMD Master Plan Goals**

Develop a "Focal Point" for the UMD Campus  
Create a "Front Door" for the UMD Campus  
Make the UMD Campus more "Visible"  
"Connect" the UMD Campus to Woodland Avenue  
Create a "Pedestrian and Bicycle Friendly" UMD Campus  
Connect and "Integrate" UMD Campus into the City of Duluth  
Enhance "Visual Quality" of UMD Campus



**City of Duluth Higher Education Small Area Plan Goals**

**Goal 1.** Strengthen single-family neighborhoods through appropriate zoning tools and neighborhood stabilization efforts.

**Goal 2.** Minimize impacts on single-family neighborhoods from noise, light pollution, and visual impacts of student housing.

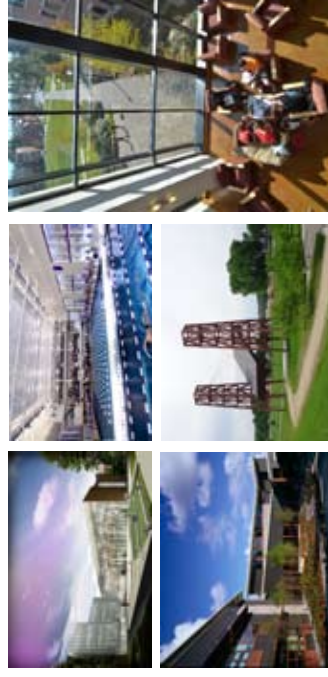
**Goal 3.** Promote mixed-use development and student housing along transit corridors and within walking distance of campus

**Goal 4.** Increase use of alternate modes of transportation.

**Goal 5.** With leadership from The University of Minnesota Duluth and The College of St. Scholastica, integrate the colleges and students into the community.



Transition Woodland Avenue to a "Mixed-Use - Pedestrian Friendly" area...  
"Within Walking Distance" to campus... p. 6  
...mixed-use projects to spur "More Walking" and less driving, use of transit...relative to access to campus... p. 33  
Maintain a "Unique Sense of Place" while being "Resourceful" in the ways public dollars are spent... p. 35  
"Public Spaces" should be included as part of redevelopment efforts p.6  
... part of the solution "Reducing the Number of Trips" made to campus by car p. 51  
Alternative modes such as "Walking, Biking and Transit" receive overwhelming support" p. 51  
Alternative transportation is often more "Cost Effective" than building bigger roads p. 51  
...pedestrian and bicycle "Crossings at Multiple Locations" between St. Marie Street and College Street p.6  
Develop "Pedestrian Connections" to and within the shopping centers... p. 52  
Paramount to providing pedestrian access... a new "Main Entrance Along Woodland" as shown in the 2009 campus plan... p. 51  
City of Duluth Higher Education Small Area Plan Excerpts



Master Plan Alignment - New Building Locations  
CAMPUS MASTER PLAN UPDATE  
University of Minnesota Duluth  
Duluth, Minnesota



Master Plan Alignment - Open Space  
CAMPUS MASTER PLAN UPDATE  
University of Minnesota Duluth  
Duluth, Minnesota



Master Plan Alignment - Engage the Landscape  
CAMPUS MASTER PLAN UPDATE  
University of Minnesota Duluth  
Duluth, Minnesota

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**Overview**

- UMD Strategic Plan
- Master Plan Assumptions

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- Guiding Principles
- Goals
- Changes/Key Directions

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- Land Use
- Public Spaces and Buildings
- Buildings
- Natural Features/Systems
- Movement and Circulation
- Pedestrians
- Bicycles
- Vehicles
- Parking
- Community Connections
- Additional Considerations
- Implementation
- Phasing
- Long Term

**Appendix**

- 1 Acknowledgments
- 2 Process Summary
- 3 Board of Regents Principals for Master Plans
- 4 Regent Signoffs
- 5 Title
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Master Plan Alignment - Entries  
CAMPUS MASTER PLAN UPDATE  
University of Minnesota Duluth  
Duluth, Minnesota





### UMD Master Plan Update Purpose

- 1) Develop Strategies for Campus Change and Growth
- 2) Create agreed upon Guiding Principles
- 3) Establish Priorities
- 4) Document Ideas
- 5) Build Support and Enthusiasm

### UMD Master Plan Principles

- 1) Establish a clear campus edge on College and Woodland
- 2) Establish primary campus entries
- 3) Maintain and strengthen the "Academic Village"
- 4) Connect the campus to the regional environment
- 5) Visibly manifest sustainability

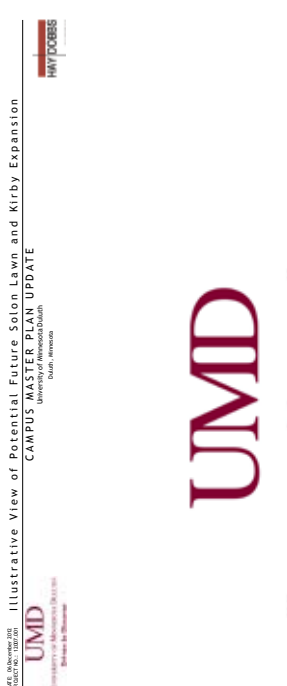
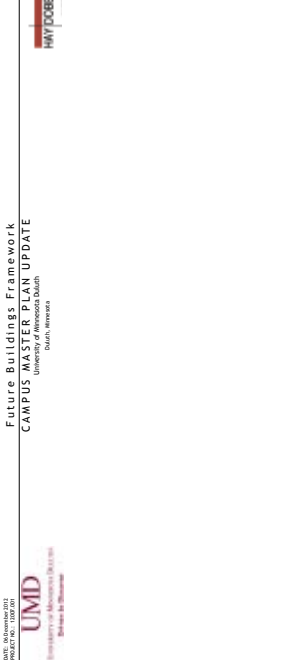
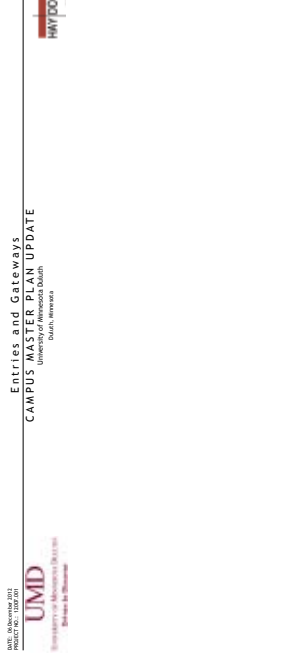
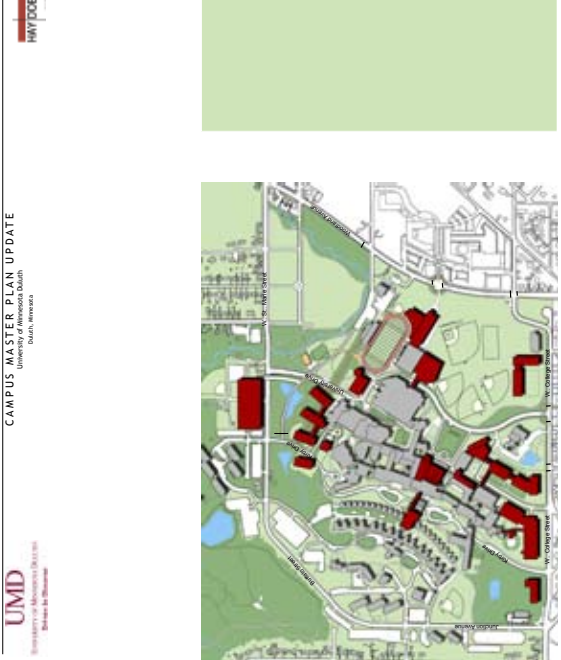
### UMD Master Plan Goals

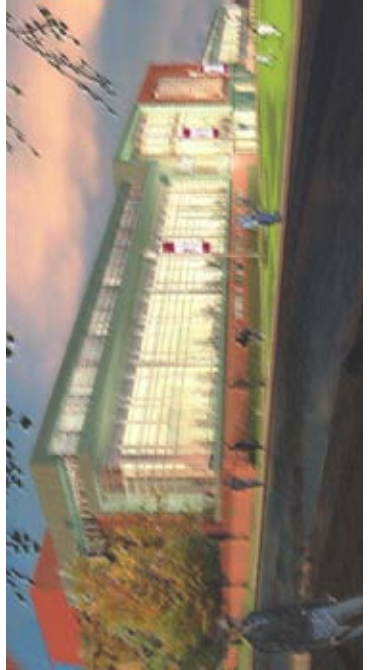
- Develop a "Focal Point" for the UMD Campus
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- Enhance "Visual Quality" of UMD Campus



### UMD Master Plan Document Content

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	• Phasing/Plating
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**UMD**  
 Illustrative View of Potential Future Athletic Facility  
 CAMPUS MASTER PLAN UPDATE  
 UNIVERSITY OF MINNESOTA DULUTH  
 Duluth, Minnesota  
 HAYDOBBES



**UMD**  
 Existing Routes  
 Potential Additional Routes  
 OPEN SPACE NETWORK  
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 Existing Northern Woodland Landscapes  
 Proposed Landscaped Natural Features and Systems  
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**UMD**  
 Signature Street  
 Primary Routes  
 Future Streets  
 Entry  
 Movement and Circulation - Vehicular Framework  
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 Structured Parking  
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 Campus Entry & Signage  
 Proposed UMD Master Plan - Short Term Plan  
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**UMD**  
 Illustrative View of New Campus Entry Drive  
 CAMPUS MASTER PLAN UPDATE  
 UNIVERSITY OF MINNESOTA DULUTH  
 Duluth, Minnesota  
 HAYDOBBES



**UMD**  
 Illustrative View of Future Building along Campus Entry Drive  
 CAMPUS MASTER PLAN UPDATE  
 UNIVERSITY OF MINNESOTA DULUTH  
 Duluth, Minnesota  
 HAYDOBBES



**UMD**  
 Illustrative View of Campus Entry at Blue Stone Commons  
 CAMPUS MASTER PLAN UPDATE  
 UNIVERSITY OF MINNESOTA DULUTH  
 Duluth, Minnesota  
 HAYDOBBES



ILLUSTRATIVE VIEW OF BLUE STONE COMMONS AT CAMPUS ENTRY  
 CAMPUS MASTER PLAN UPDATE  
 UNIVERSITY OF MINNESOTA DULUTH  
 Duluth, Minnesota



University of Minnesota Duluth  
 Duluth, Minnesota



HNTB



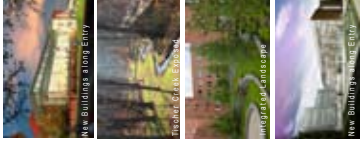
PROPOSED UMD MASTER PLAN - LONG RANGE PLAN  
 CAMPUS MASTER PLAN UPDATE  
 UNIVERSITY OF MINNESOTA DULUTH  
 Duluth, Minnesota



University of Minnesota Duluth  
 Duluth, Minnesota



HNTB



VIEW OF BLUE STONE COMMONS

VIEW OF BLUE STONE COMMONS

VIEW OF BLUE STONE COMMONS

VIEW OF BLUE STONE COMMONS



### Campus Goals

Goal 1: Increase student enrollment, accommodate and improve learning gains and prepare students for lifelong learning, globally and in the local community.

Goal 2: Create a positive and inclusive campus climate for all by addressing equity, diversity and social justice.

Goal 3: Establish UMD as a center of excellence for graduate education, research, and innovation.



### Master Plan Assumptions

- The Master Plan update is predicated on a variety of university-wide assumptions, including:
- This plan assumes a variety of strategic and financial assumptions will support additional growth. Strategic and financial assumptions will be updated as needed.
- The 2025 Master Plan update will be updated when the next plan is developed.
- Enrollment will continue to increase at a modest rate, approximately 1% per year.
- The campus is essentially landlocked on all sides with few opportunities for additional development.
- Campus areas are used for multiple purposes.
- Campus areas should be used responsibly and sustainably.
- The Master Plan update will be updated when the next plan is developed.
- The Master Plan update will be updated when the next plan is developed.

### Make the UMD Campus more "Visible"

Some primary factors in making the campus more visible and accessible are:

- The Master Plan update will be updated when the next plan is developed.
- The Master Plan update will be updated when the next plan is developed.



### GOALS



### Create a "Front Door" for the UMD Campus

There should be a clear and visible "Front Door" for the UMD campus that serves as a focal point for the campus. The "Front Door" should be a prominent building that is easily accessible and serves as a landmark for the campus. The "Front Door" should be a prominent building that is easily accessible and serves as a landmark for the campus.



### Develop a "Focal Point" for the UMD Campus

Build a prominent building that serves as a focal point for the campus. The building should be a prominent building that is easily accessible and serves as a landmark for the campus. The building should be a prominent building that is easily accessible and serves as a landmark for the campus.



### Make the UMD Campus more "Visible"

Some primary factors in making the campus more visible and accessible are:

- The Master Plan update will be updated when the next plan is developed.
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### INTRODUCTION OVERVIEW PLANNING FRAMEWORK

# Update Campus Master Plan

University of Minnesota Duluth



### GUIDING PRINCIPLES



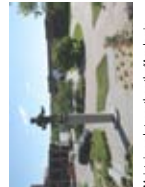
### Establish a clear campus edge on West College Drive and Woodland Avenue

West College Drive and Woodland Avenue form the southern boundary of the campus. The Master Plan update will be updated when the next plan is developed.



### Establish primary campus entries

Clear and visible campus entries are essential for a strong campus identity. The Master Plan update will be updated when the next plan is developed.



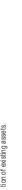
### Maintain and strengthen the "Academic Core" of the campus

The "Academic Core" is the heart of the campus and should be maintained and strengthened. The Master Plan update will be updated when the next plan is developed.



### Visibly manifest sustainability

Sustainability should be a visible and integral part of the campus. The Master Plan update will be updated when the next plan is developed.



### CITY OF DULUTH SMALL AREA PLAN



### Background

The City of Duluth published the City of Duluth Small Area Plan in 2012. The plan outlines the city's vision for the future and provides a framework for development. The plan outlines the city's vision for the future and provides a framework for development.



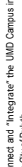
### The Five Goals of the Plan include:

1. Strengthen neighborhood neighborhoods through supportive zoning and transportation infrastructure.
2. Increase transparency and neighborhood participation.
3. Increase use of alternative modes of transportation.
4. Increase use of alternative modes of transportation.
5. Increase use of alternative modes of transportation.



### The Five Goals of the Plan include:

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### PLAN ELEMENTS AND GUIDANCE IMPLEMENTATION

# Update Campus Master Plan

University of Minnesota Duluth

### Plan Elements and Guidance

### Land Use

Continuing traditions

The primary land uses on campus are academic, housing, recreation/athletics, natural open space and parking.

General Direction: The recommended land use generally follows the existing patterns of land use on campus and is intended to support the university's mission and vision.

### Plan Elements and Guidance

### Land Use

Continuing traditions

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The primary land uses on campus are academic, housing, recreation/athletics, natural open space and parking.

General Direction: The recommended land use generally follows the existing patterns of land use on campus and is intended to support the university's mission and vision.

### Plan Elements and Guidance

### Public Spaces and Buildings

General Considerations

There should be a synergy between buildings and open space on campus.

Buildings and open space should be integrated to create a vibrant and livable campus. The Master Plan update will be updated when the next plan is developed.



Existing Conditions









**Transit Framework**

**Plan Elements and Guidance**

**Movement and Circulation**

**Vehicles**

The most important to campus is a major improvement on transit to campus. UMD needs to improve its transit system with a focus on providing a better transit experience. This includes providing a better transit experience for visitors and students. The transit system should be designed to provide a better transit experience for visitors and students. The transit system should be designed to provide a better transit experience for visitors and students. The transit system should be designed to provide a better transit experience for visitors and students.



**Vehicle Framework**

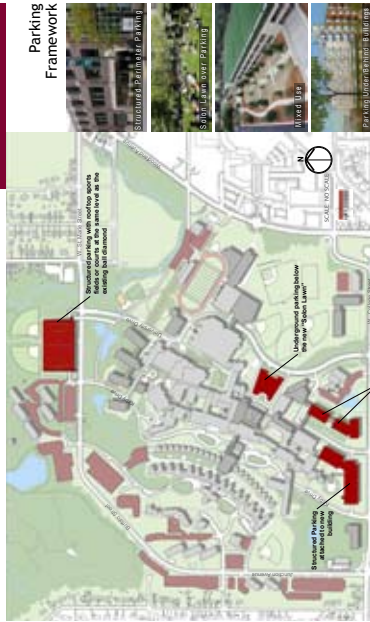
**Plan Elements and Guidance**

**Parking**

**Long Term Strategy**

De-emphasize parking as the primary first impression of the campus

Existing conditions of transportation on the UMD campus were designed to accommodate a high level of automobile use. The campus is designed to accommodate a high level of automobile use. The campus is designed to accommodate a high level of automobile use. The campus is designed to accommodate a high level of automobile use. The campus is designed to accommodate a high level of automobile use.



**Parking Framework**

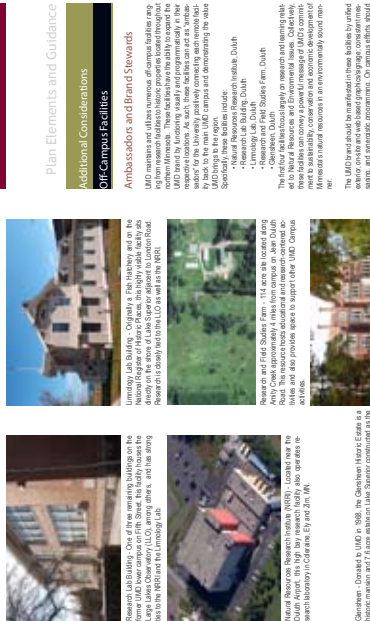
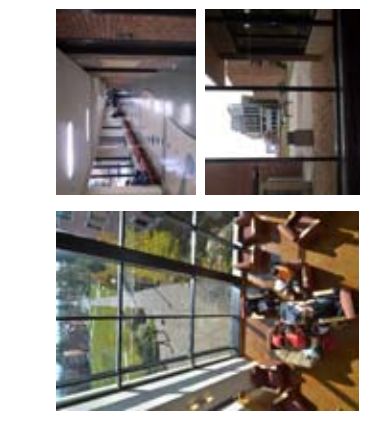
**Plan Elements and Guidance**

**Additional Considerations**

**Item A: Circulation**

Legibility, Light and Views

Providing the campus with a better transit experience is a priority. The transit system should be designed to provide a better transit experience for visitors and students. The transit system should be designed to provide a better transit experience for visitors and students. The transit system should be designed to provide a better transit experience for visitors and students. The transit system should be designed to provide a better transit experience for visitors and students.



**Campus Master Plan Update**

**Plan Elements and Guidance**

**Additional Considerations**

**Item A: Circulation**

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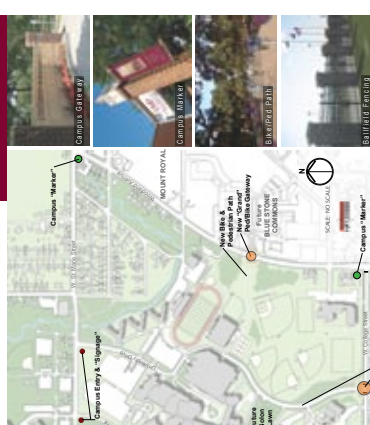


**Short Term Plan**

**Implementation**

**Creating a Better Sense of Arrival**

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**Implementation**

**Long Term Plan**

**Being thoughtful about growth and change**

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**Proposed UMD Master Plan - Long Range Plan**

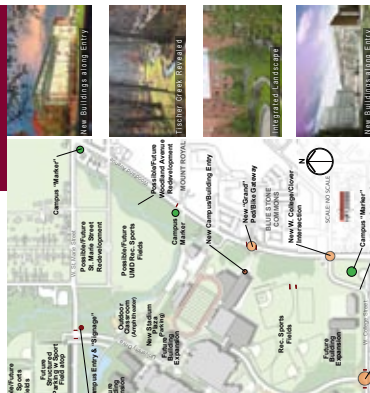
**Plan Elements and Guidance**

**Additional Considerations**

**Item A: Circulation**

Legibility, Light and Views

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University of Minnesota Duluth  
Campus Master Plan  
Appendix



## Engineering Systems Review Summary

### Chiller Plant

The current chiller plant consists of five chillers with a total capacity of 3200 tons. Several existing buildings have been added to the chilled water plant in recent years which have used up the available capacity. On a peak day when the temperatures reach the upper 80's or 90's all five chillers need to run. When the outdoor temperatures reach into the 90's with high humidity the chiller plant begins to lose capacity and can't keep up with the current loads. A chiller plant study was conducted and in that study they estimated a peak load on campus of 3368 tons which confirmed the observed shortage of capacity at peak times. The same study predicted an additional load of 1870 tons would be needed in the future for new buildings and existing buildings not currently air conditioned.

A new chiller plant on the north side of campus is being planned for construction in 2013. The new chiller plant is anticipated to provide 2400 tons of additional capacity with one 1200 ton chiller installed now and one 1200 ton chiller in the future. The 1220 ton chiller would be able to accommodate and additional 400,000 SF of new and existing building. As more building area added to the chiller plant, the second 1200 ton chiller should be added to provide redundant capacity in the event of a chiller failure. This new chiller plant will be connected into the campus distribution.

### Chilled Water Distribution

There are chilled water mains leaving the heating plant building. The pipes leave the heating plant and head north. One set of pipes branches and is routed north of Darlin, the other set of pipes crosses the athletic fields on its way to Sports and Health Center. Any new construction anticipated in these areas should account for the relocation of these chiller water pipes.

New construction that might occur in the vicinity of lot A and lot B would be handled from the heating plant to the south east. Buildings in these areas would have new pipes from the chiller/heating plant and eventually provide a piping connection to Marshall north of lot A completing a chilled water loop.

### Heating Plant

The heating for campus is currently handled by three high pressure steam boilers. Two of the boilers have a nominal reading of 80,000 lbs per hour and the third boiler is used primarily in the summer and is rated at 40,000 lbs per hour.

Peak demand in the winter is estimated to be 85,000 lbs per hour. One of the large boilers is needed for the campus winter loads and the other large boiler is standby. The smaller boiler is used primarily for the summer loads and is available for use in winter if needed to meet peak loads.

The current boiler plant does not have capacity to handle very much additional load and still have boiler for standby. Any major new construction would require an additional boiler to be added to the boiler plant. There is a six year capital plan for the boiler plant which adds a fourth boiler in year five or six which would provide the capacity and standby boiler for future buildings.

### Heating Distribution System

The steam pipe distribution system has had continuous upgrades in recent years to replace older piping and increase pipe sizes where restrictions occurred. In general the distribution piping is adequate to handle the new buildings proposed in the master plan.

One pipe is in need of repair. It is the direct buried high pressure steam pipe that travels from the boiler plant to the Sports Health Center. This pipe is only ten years old but is beginning to show signs of failure in the outer casing. This pipe needs to eventually be repaired or replaced. Any master plan concepts that would facilitate the replacement of this pipe would be an opportunity to combine some projects and save some money.

To other pipes may be in the way of proposed future buildings. One leaves the steam plant and is routed in a tunnel north of the Darlin lot, and another goes under lot B toward the School of Medicine. Any buildings anticipated to be built in either of these two areas would need to relocate these pipes into tunnels, route them through the new buildings or other some way accommodate the steam pipe.

### Electrical Distribution

The campus is currently served through two substations located on the northwest and east ends of the campus. Distribution is a basic parallel looped 13.8 KV medium voltage distribution feeder system supplying mostly double primary fed single ended substations located inside of buildings. The campus utilizes two primary loops with one loop feeding housing loads and the second feeding the remaining campus building loads. The campus distribution loop supplies all areas of the campus and is readily available for extension at the expansions sites being considered. Maximum campus demand occurred August of 2011 and was measured at 6.6 MVA. The existing medium voltage infrastructure has adequate capacity for the future expansion plans for the campus.

**Civil Engineering Review of potential realignment of College/Woodland Intersection to Clover/Woodland.**

Gary + Tom,

Attached please find the alignment adjustments we've made. This is assuming a 30 mph roadway and we've shown the radii' larger and allowed for longer tangent segments.

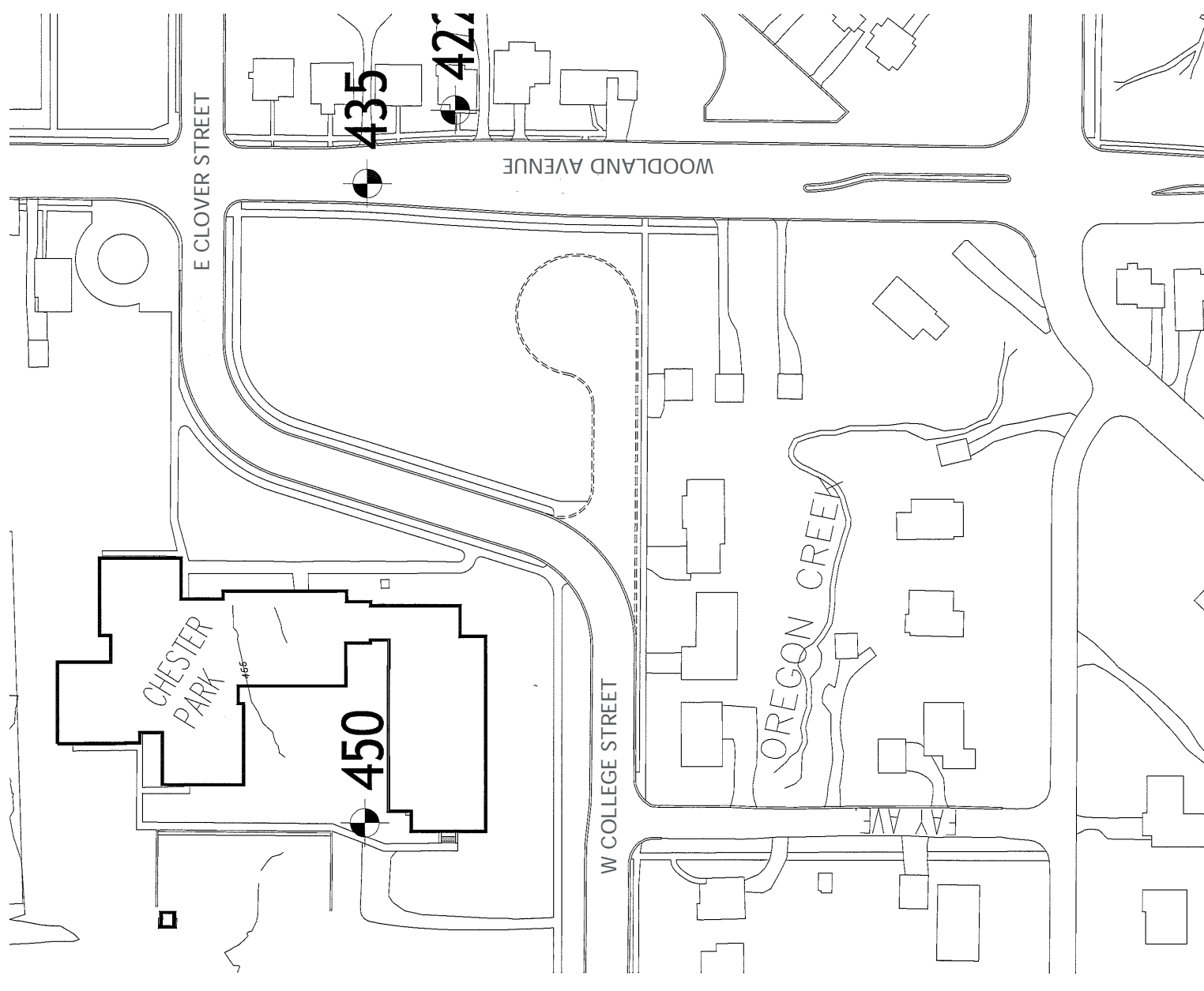
As shown in the drawing to the right, the roadway and cul-de-sac area would be best to have a gutter line or a speed bump or something to discourage entering this road. This is just to accommodate the couple houses that are there.

We don't have any grade information in this area but I was "walking" around on Google maps and it seems like the grade change elements would be manageable.

There is some re-grading that is involved that will feather back from the road into the site. There are some ball fields close to the realignment but the grading of the road can be managed with respect to the fields even if a low wall needs to be installed mid-way between the two to account for re-grading.

I don't see anything in terms of the grades and civil given the site information we have on the campus to make this a deal breaker or cause really expensive/extensive civil impacts.

Rhonda S. Pierce, P.E.  
Pierce Pini + Associates, Inc. / 9298 Central Avenue, Suite 202 Blaine, MN 55434  
phone 763.537.1311 / fax 763.537.1354 / cell 763.242.9039 / email [rhonda@piercepini.com](mailto:rhonda@piercepini.com)  
PPA hours: M-Th 8-5, F 8-12



## Bluestone Commons Traffic Study review

The Bluestone Commons property owner has expressed concerns about the viability of the development without alignment of the University of Minnesota-Duluth Main Entrance with the Bluestone Commons main access. This review examines this assertion with respect to the traffic analysis performed by the owner's own consultant.

This brief review serves to summarize the Bluestone Commons traffic study and to highlight some key assumptions made by the consultant. With respect to the developer's concerns, this review also examines how vehicular traffic to and from the UMD Main Entrance affects the Bluestone Commons development.

### Conclusions

Overall, the study made a few assumptions that have overestimated vehicular trips generated by the development. It is recommended to analyze the intersection of Woodland Avenue & main development access with more accurate vehicular trip estimates, accounting for reductions for bike/ped/transit/internal capture, and also without the UMD Main Entrance.

The study states that 5% of development trips head to and from the UMD Main Entrance, which equates to 13 cars entering and 15 cars exiting the development in the PM peak hour. Although many of the development trips will be student-oriented, it can be said that the majority of development trips would not use the UMD Main Entrance.

### Introduction

The Bluestone Commons traffic study looked at the intersections of Woodland Avenue & College Street, and Woodland Avenue & Clover Street. Also included were three accesses on Woodland Avenue, one of which will be the main development access as well as a proposed main UMD entrance.

The study examined 6-phase construction consisting of a grocery store, restaurants, apartments, general retail, a health club, and educational classrooms. Construction is expected to be complete by 2016.

The study recommended signalized control for the main access/UMD main entrance intersection.

### Traffic Forecast Assumptions

The study determined development-generated trips using the *ITE Trip Generation Manual*, and determined the amount of non-primary trips for retail uses based on the *ITE Trip Generation Handbook*. A background traffic growth rate of 1% per year was added to account for increased traffic in future year scenarios.

The development was estimated to generate 11,265 vehicular trips, with 191 trips entering and 284 exiting in the AM peak hour, and 475 entering and 515 exiting in the PM peak hour.

The study assigned development trips to the roadway network using the following:

- 35% to and from the north (Woodland Avenue)
- 35% to and from the south (Woodland Avenue)
- 15% to and from the west (College Street)
- 10% to and from the east (Clover Street)
- 5% to and from the UMD Main Entrance

### Capacity Analysis

According to the study's analysis, the Woodland Avenue & College Street currently experiences LOS F for the eastbound left-turn movement.

The intersection of Woodland Avenue & Clover Street would operate acceptably after development.

The study states that the proposed intersection of Woodland Avenue & development main access/UMD Main Entrance would see failing conditions without a traffic signal.

### Study Review

Overall, there are a few assumptions in the study that result in an overestimation of development-generated trips.

- With its proximity to the UMD Campus, and the goals laid out in the Duluth Higher Education Small Area Plan, this development would be expected to see very high percentages of non-vehicular usage. With apartments primarily oriented towards student housing, its direct access to transit, and the general nature of campus life, we can reasonably expect residential trips to be reduced by 50% when compared with *ITE Trip Generation* estimates. There would also be considerable reductions to the retail/restaurant estimates to account for bicycle, pedestrian, and transit users.
- Internal Capture is the phenomenon by which traffic engineers estimate trip reduction based on mixed-use developments. When residential, retail, and restaurant land uses are combined within a single development, these uses tend to interact with each other, and thus attract a portion of each other's trip generation rate. This study did not include internal capture trip reduction and we can reasonably expect a further 5% to 10% reduction in vehicular trips.

The owner has expressed concerns about the location of the UMD Main Entrance, particularly with respect to its alignment with the development main access.

- With respect to the UMD Main Entrance, the study assumed origin/destination of **5%** to and from the development. This results in **13 cars entering and 15 cars exiting** during the PM peak hour. The vast majority of development trips will not travel on the UMD campus.

#### **Recommendations**

The study assumed that the UMD Main Entrance would align with the development main access on Woodland Avenue. At the time of the study, this Main Entrance was not certain but conceptual, so the study should have reviewed the intersection without the UMD Main Entrance to determine the most appropriate form of control if the UMD entrance is located elsewhere.

Without appropriate reduction in vehicular trips, the study exaggerated the impacts of development on the roadway network. Since the study recommended signalization of the Woodland Avenue & main development access intersection, it would be worth revisiting the analysis with more accurate trip estimates and without the UMD Main Entrance.

With removal of the school, the intersection of Woodland Avenue & Clover Street may no longer meet warrants for signalized control. This signal should be evaluated for signal warrants after development.

University of Minnesota Duluth  
Campus Master Plan  
Appendix





# BOARD OF REGENTS CAMPUS MASTER PLANNING PRINCIPLES



## Board of Regents

### Campus Master Planning Principles

In 1993, the Board of Regents determined that all campuses of the University of Minnesota should have master plans, and adopted four principles to guide the preparation and implementation of those plans. The principles and an explanation of how each is to be applied are:

1. Create and maintain a distinctive and aspiring vision for the physical development of each campus.

The campus master plan should:

- 1.1 Establish how the physical setting will embody the distinctive missions of each campus.

- 1.2 Highlight and celebrate the special realities of each campus, including its natural setting and ecological structure, architectural and landscape heritage, and its surrounding settlement patterns. The unique and special qualities of each place should be made an integral part of the educational experience.

- 1.3 Organize the landscape and places to establish a coherent circulation and infrastructure pattern for the campus as a whole.

- 1.4 Determine building location and design guidelines so each incremental addition to the campus will contribute to a distinctive and inspiring vision of the whole.

- 1.5 Encourage exemplary architecture and landscape architecture which demonstrates sensitivity to local conditions and contributes to the master plan vision.

2. Enrich the experience of all who come to campus.

The campus master plan should:

- 2.1 Accommodate the specific needs, experiences and requirements of the various user groups, giving highest priority to students, faculty and staff, while extending hospitality to visitors, surrounding communities, and the people of Minnesota.

- 2.2 Provide coherence to the campus entrances, movement systems, landscape spaces and architectural vocabulary in order to create a sense of welcome, orientation and presence for a special community which celebrates learning.

- 2.3 Create a positive system of campus circulation. This necessitates minimizing conflict between pedestrians and the needs of other vehicular circulation including bicycles, cars, service vehicles, parking and other transit modes, especially buses and LRT. The pedestrian environment should be given special priority and be made comfortable, secure, pleasant, and acceptable so as to dignify and show respect for all participants in campus life.

- 2.4 In creating a positive pedestrian environment, integrate all supporting amenities including information, signage, lighting, phones, outdoor furnishings, landscape into the overall master plan concept.

- 2.5 Organize campus activities into functional and or organizational affinities while supporting the overall aesthetic character and intent of the campus plan.

- 2.6 Devote special attention to non-scheduled campus use by providing informal spaces (interior and exterior) for study, meeting, and participation in campus life. The purpose is to create a campus community where people “want to be” rather than one where they “have to be”.

3. Maximize the value of existing physical assets while responding to emerging and changing physical needs.

The campus master plan should:

- 3.1 Be based on a realistic assessment of all the physical and financial constraints and opportunities on each campus – the assets and liabilities. The assessment should include: a determination of the unique physical assets and enduring features of each campus; a determination of the most significant physical liabilities; an evaluation of the quality and level of maintenance of buildings, landscapes and infrastructure; a determination of which buildings and landscapes are historically significant and worth maintaining and enhancing, and which structures are obsolete and not capable of or worth the investment in adaptive reuse; a determination of priorities for the maintenance of existing buildings, landscapes and infrastructure; and evaluation of the most significant opportunities for physical enhancement of lasting value.

- 3.2 Measure and determine the need for new construction against the following criteria: the need for deferred maintenance; the demand of changing student enrollments; the need for appropriate teaching and research facilities; the opportunities for adaptive reuse and renovation; the opportunities for attracting new capital resources; the need of the pedestrian environment, landscape or vistas.
- 3.3 Anticipate and allow for rapidly evolving development in instructional technology.
- 3.4 Require that each capital improvement project demonstrate how it contributes to enhancing the specific goals of its campus master plan and adds long-term value to the University. One of the measures of long-term value should be a careful analysis of life cycle costs for any capital project.
- 3.5. Pay attention to the special role and value of the natural landscape in creating and enhancing the quality of experience on each campus. The natural landscape is one physical asset which, with appropriate maintenance, grows in value.
4. Ensure an inclusive, accountable and timely process for creating and implementing the master plan vision.
- The campus master plan should:
- 4.1 Be developed by an open and inclusive process representing each constituency of campus community. Such representation requires ample time for input and feedback during the entire process.
- 4.2 Be guided by a Campus Planning Committee representing those important constituents, appointed by the Senior Officers for the Twin Cities Campus or the Chancellors for Duluth, Morris, Crookston and Rochester Campuses, and prepared by professional consultants with staff support.
- 4.3 Be prepared in conformance with these principles and recommended procedures.
- 4.4 Be approved by the Senior Office for the Twin Cities Campus or the Chancellors for the Duluth, Morris, Crookston and Rochester Campuses, by a separate Master Plan Oversight Committee and the Board of Regents.
- Once the master plan has been completed and approved:
- 4.5 Each campus must continue to be involved in the implementation of the mast plan. Therefore a procedure must be established whereby the plan can be continuously applied to the dynamics of change; subjecting such change to an open and inclusive forum for campus and community participation.
- 4.6 Each capital project must be in conformance with the master plan. A process for uniformly determining conformance must be established by the Senior Officers, the Chancellors and the President.
- 4.7 The President, the Senior Officers, and the Chancellors must be held accountable to the Board of Regents for progress in implementing the master plan. For this purpose the Board of Regents needs to be provided an Annual Report which assesses implementation of the campus plan, recommends adoption of minor amendments, cyclical revisions to the plans, and advises on the criteria for designer selection.



## UNIVERSITY OF MINNESOTA BOARD OF REGENTS

### Facilities and Operations Committee

May 9, 2013

#### Agenda Item: Annual Report on Space Utilization Initiatives

review       review/action       action       discussion

**Presenters:** Vice President Pamela Wheelock  
Assistant Vice President Brian Swanson

#### Purpose:

policy       background/context       oversight       strategic positioning

The cost of construction, operations, maintenance, and renewal of University facilities represents a significant portion of the University's operating budget. The University has a responsibility to ensure that its facilities are used efficiently.

The Space Utilization Initiative was created to "improve the utilization of University space to decrease operating and lease costs ... on the Twin Cities Campus and to reduce the University's space inventory and demand for leased space." The Space Utilization Initiative is about developing a comprehensive institutional space management strategy for:

- Aligning space with the way people work.
- Reducing the demand for "net-new" space.
- Shrinking the inventory by removing high-cost, obsolete buildings and off-campus leases.

The Space Utilization Team has adopted the following principles to guide its approach to the work team charge:

- Sustainable: The University should not have more space than it can afford to operate, maintain, and support.
- Aligned: The University should provide the correct type, quality, and quantity of space required for programs to function effectively.
- Managed: The University should provide tools and incentives for maximizing the efficiency and effectiveness of its space resources.

#### Outline of Key Points/Policy Issues:

Board of Regents Policy: *Property and Facility Use* calls for "maximizing the efficient and effective use of property and facilities." This presentation will provide the Board of Regents with an update on the Space Utilization Initiative, the plans to implement Alternative Workplace Strategies, and recent efforts to decommission or demolish and recycle a number of obsolete buildings on the Twin Cities Campus.

The program has removed 14 buildings totaling 310,000 square feet from the active inventory. These removals will save the University approximately \$1.1 million per year in operating costs and remove \$33 million from the facility condition assessment 10-year needs total.

### **Background Information**

The Board last received an update on the Space Utilization Initiative in May 2012.



## UNIVERSITY OF MINNESOTA BOARD OF REGENTS

### Facilities and Operations Committee

May 9, 2013

**Agenda Item:** Project Components of the President's Recommended Six-Year Capital Plan

review       review/action       action       discussion

**Presenters:** Vice President Pamela Wheelock  
Provost Karen Hanson

#### **Purpose:**

policy       background/context       oversight       strategic positioning

Board of Regents Policy: *Board Operations and Agenda Guidelines* requires a Six-Year Capital Plan that sets priorities and direction for ongoing academic and capital planning efforts.

#### **Outline of Key Points/Policy Issues:**

The President's recommended Six-Year Capital Plan includes major capital improvements planned for fiscal years 2014 through 2019. The Six-Year Capital Plan includes projects to be funded with state capital support as well as projects funded by the University through a combination of University debt obligations, local unit resources, fundraising, and public/private partnerships.

The complete 2013 Six-Year Capital Plan documents are included in the Board of Regents Meeting portion of the docket.

Vice President Wheelock and Provost Hanson will review the Six-Year Capital Plan principles and priorities with the Facilities Committee.

#### **Background Information:**

Board of Regents Policy: *Board Operations and Agenda Guidelines* directs the administration to conduct capital planning with a "six-year time horizon, updated annually." This annual capital planning process is completed in two parts, defined below.

Part I is the six-year capital plan, which is updated annually and identifies capital projects approved to proceed with preliminary project planning but not authorized to proceed with design and construction.

Part II is the annual capital improvement budget, which authorizes the completion of design and construction projects with approved financing and schematic design, consistent with Board policies.

#### **President's Recommendation for Action:**

The President recommends that the Board approve the University of Minnesota Six-Year Capital Plan for Fiscal Years 2014–2019.



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Facilities and Operations Committee**

**May 9, 2013**

**Agenda Item:** Project Components of the President's Recommended FY 2014 Capital Improvement Budget

**review**       **review/action**       **action**       **discussion**

**Presenters:** Vice President Pamela Wheelock  
Assistant Vice President Suzanne Smith  
Monique MacKenzie, Director of Capital Planning

**Purpose:**

**policy**       **background/context**       **oversight**       **strategic positioning**

The University adopts an annual capital improvement budget which authorizes projects costing more than \$500,000 to begin design and construction during the upcoming fiscal year.

The purpose of the committee discussion is to provide additional detail regarding projects included in the annual capital budget.

Additional information for projects included in the annual capital budget is included in the docket materials for the May 10 Board meeting.

**Outline of Key Points/Policy Issues:**

The Annual Capital Improvement Budget is reflective of the following planning principles:

1. Advance the academic excellence of the University of Minnesota by aligning capital projects with the Platform of Excellence.
2. Address service unit priorities that support the academic priorities.
3. Ensure that investments in existing facilities and infrastructure contribute to the safety, renewal, preservation, and restoration objectives and are aligned with the priorities of the University's academic plan.
4. Give preference to projects that create flexible space, improve space utilization, and reduce operational costs.
5. Protect the University's financial position by keeping capital expenditures within the projected debt capacity limits.
6. Advance the guiding principles of campus master plans and the Regents sustainability policies.

## **Background Information:**

Board of Regents Policy: *Board Operations and Agenda Guidelines* directs the administration to conduct capital planning with a “6-year time horizon, updated annually.” This annual capital planning process is completed in two parts.

- Part 1, approved by the Board in June, is the annual Capital Improvement Budget for the coming fiscal year in which projects with completed predesigns and financing plans are approved to proceed with design and construction.
- Part 2 is a Capital Improvement Plan that establishes the institutions’ capital priorities for an additional 5 years into the future. This plan will become the basis for continued capital and financial planning.

The full Board and the Finance Committee will also review this item.

## **President's Recommendation for Action:**

The President recommends approval of the 2014 University Capital Improvement Budget and reaffirmation of its prior year capital expenditure authorization.



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Facilities and Operations Committee**

**May 9, 2013**

**Agenda Item:** Information Items

review       review/action       action       discussion

**Presenters:** Vice President Pamela Wheelock

**Purpose:**

policy       background/context       oversight       strategic positioning

To provide the Board of Regents information regarding the following item:

- Final Project Review – Re-Use Center Engine Research Laboratory project

**Outline of Key Points/Policy Issues:**

***Final Project Review for the Re-Use Center Engine Research Laboratory project***

In accordance with Board of Regents Policy: *Reservation and Delegation of Authority*, Article 1, Section VIII, Subdivision 10, "The Board reserves to itself authority for a subsequent review of approved capital budget projects with a value greater than \$5,000,000 prior to the award of construction contracts." The project information sheet for the Re-Use Center Engine Research Laboratory is attached.

**Background Information:**

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



# UNIVERSITY OF MINNESOTA

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*Twin Cities Campus*


*University Services  
Office of the Vice President*

*317 Morrill Hall  
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## **MEMORANDUM**

April 10, 2013

To: Regent Linda Cohen, Chair, Board of Regents  
Regent David Larson, Vice Chair, Board of Regents  
Regent Dean Johnson, Chair, Facilities and Operations Committee

From: Pam Wheelock   
Vice President, University Services

Subject: **Re-Use Center – Engine Research Laboratory  
Project Summary**

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According to Board of Regents Policy *Reservation and Delegation of Authority*, Article I, Section VIII, Subdivision 9, "The Board reserves to itself the authority for a subsequent review of approved capital budget projects with a value greater than \$5,000,000 prior to the award of construction contracts."

The Re-Use Center – Engine Research Laboratory project currently is within the scope, schedule and budget approved by the Board of Regents. In order to maintain the project scope, schedule and budget, it is important that the University award the construction contract prior to the next Board of Regents meeting. Therefore, I am requesting your review of these projects outside of the normal Board of Regents meeting schedule. With the award of this contract we are committing to complete the project as approved.

We will include the attached Project Summary as a part of the information items for the May 2013, Board of Regents Facilities and Operations Committee meeting.

Please feel free to contact me if you have any questions or concerns.

C: Brian Steeves, Executive Director and Corporate Secretary, Board of Regents  
Sarah Dirksen, Deputy Director, Board of Regents

**University of Minnesota  
Final Review of Capital Projects over \$5 Million**

**Re-Use Center – Engine Research Laboratory  
Project No. 01-154-12-1771**

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**Policy Summary:**

According to Board of Regents Policy *Reservation and Delegation of Authority*, Article I, Section VIII, Subdivision 9, "The Board reserves to itself the authority for a subsequent review of approved capital budget projects with a value greater than \$5,000,000 prior to the award of construction contracts."

**Project Summary:**

This project relocates the Engine Testing Laboratory, currently located in the Mechanical Engineering Building, to the open warehouse shell space at the south end of the Reuse Center. The remodel for the lab will encompass 6,500 gross square feet. The new location will provide two engine test cells, control room, engine build room, flow bench room, private office, four workstations, break room and a unisex toilet room. A 1,900 square feet mechanical equipment platform will be located above the engine test cells to support the mechanical supply and exhaust requirements. The south exterior of Reuse Center will be further improved to include fuel storage tanks, cooling tower, electrical transformer, exterior vehicle test cell and minimal parking.

**Board of Regents Approval Summary:**

Capital Budget: Amendment December 2012 / February 2013  
Schematic Plans: February 2013

**Project Team:**

Architect/Engineer Team: Architectural Alliance, Minneapolis, MN  
Construction Manager: McGough Construction, Saint Paul, MN

**Project Budget:**

Funding Identification	Total
2010 State Appropriation – Lab Pool Fund	\$ 1,838,565
College of Science and Engineering Deans Office Admin	3,161,435
Total	\$ 5,000,000

**Project Schedule:**

Begin Construction: April 2013  
Substantial Completion: September 2013

**Consistency of project with approved scope, schedule and budget:**

Yes     No



## UNIVERSITY OF MINNESOTA BOARD OF REGENTS

### Facilities and Operations Committee

May 9, 2013

**Agenda Item:** Resolution Approving Agreements with the Minnesota Vikings to Play at TCF Bank Stadium

review       review/action       action       discussion

**Presenters:** Vice President Pamela Wheelock  
General Counsel Mark Rotenberg

### Purpose:

policy       background/context       oversight       strategic positioning

The purpose of this item is to review the terms of a Facility Use Agreement and a Storage Space Agreement with the Minnesota Vikings (the "Agreements") to allow the Vikings' use of the TCF Bank Stadium during construction of the new Vikings stadium and to consider a resolution authorizing the President to execute the Facility Use Agreement and Storage Space Agreement and take appropriate steps to carry out their terms.

### Outline of Key Points/Policy Issues:

The University intends to be a good public citizen and supportive partner with the State of Minnesota by enabling the Vikings to use TCF Bank Stadium during construction of the Vikings' new stadium in downtown Minneapolis, pursuant to an arrangement that is mutually beneficial to the Vikings and the University.

The Agreements negotiated between the parties over the past year protect the University's academic schedule and on-campus intercollegiate athletic activities by restricting Vikings games at TCF Bank Stadium to days and times that will be least disruptive to the University's academic and athletic calendars.

The terms of the Agreements reflect the parties' interest in fostering goodwill toward the stadium-area neighborhoods, and continuing the positive relationship the University has established with these neighborhoods through a Good Neighborhood Partnership Fund. The Vikings will make cash and in-kind contributions to the fund to support projects beneficial to the neighborhood communities as determined by them.

The Agreements also protect the University's financial interests. Their terms provide that the Vikings will fully pay all University expenses, including expenses for services, equipment, and supplies on game days, as well as facility improvement expenses. Additionally, the University will receive \$3 million in revenue above all expenses for the Vikings' pre-season/regular season 2014 games, and \$3 million for the Vikings' 2015 pre-season/regular season games.

The Facility Use Agreement protects all of the University's existing contractual arrangements with Coke, TCF, and Dairy Queen, while allowing the Vikings limited display, use, promotion and service of Pepsi and Gatorade products on terms acceptable to Coke.

With respect to alcohol sales and service at TCF Bank Stadium, the Facility Use Agreement requires an authorizing resolution by the Board of Regents, which will be considered by the Board of Regents on Friday, May 10, 2013.

The Agreements allow the Vikings to play in TCF Bank Stadium for up to four consecutive NFL seasons commencing in 2014, and to store their equipment and other personal property in the Stadium. The Vikings currently plan to use the Stadium for only the 2014 and 2015 NFL seasons.

### **Background Information:**

On May 11, 2012 the Board of Regents approved a resolution authorizing a non-binding letter of intent between the University of Minnesota and the Vikings for use of TCF Bank Stadium by the Vikings during construction of a new Vikings' stadium. The agreements under consideration at this time are a direct outcome of that letter of intent.

### **President's Recommendation for Action:**

The President recommends that the Board of Regents approve the resolution authorizing the President to execute the Facility Use Agreement and Storage Space Agreement and take appropriate actions to carry out their terms.

## **Summary of Minnesota Vikings Facility Use Agreement for TCF Bank Stadium**

- Use period: The Vikings may play in TCF Bank Stadium for up to 4 consecutive NFL seasons commencing in 2014. An NFL season consists of 10 home games (2 pre-season and 8 regular season games), plus any home playoff games. The Vikings currently plan to use University facilities for only the 2014 and 2015 seasons. The Vikings have agreed to pay an increased fee for games played in the 2016 and 2017 seasons.
- Scheduling restrictions: The Vikings may use University facilities for Sunday games only, and one weeknight game each season as approved by the University. The Vikings will make best efforts to work with the NFL to minimize conflicts with the University's academic calendar and intercollegiate athletics events.
- Fee: The Vikings will pay the University \$250,000 for each game played in the 2014 and 2015 seasons; \$262,000 per game in 2016 season; and \$275,000 per game in 2017 season. The Vikings will pay an additional \$50,000 per game for the sponsorship and concession opportunities given to the Vikings (see below). Thus, the University will receive \$3 million in revenue above all expenses for the pre-season/regular season 2014 games, and for the 2015 pre-season/regular season games.
- Expenses and Improvements: The University will be fully reimbursed for all expenses, including expenses for services, equipment and supplies on game days, and for construction of facility improvements. The parties are obligated to work cooperatively to determine the appropriate design and technology to be utilized for heated field improvements to ensure optimal field and player safety conditions. The University retains ownership of all fixtures/capital improvements at the Stadium, while the Vikings may take moveable items purchased on their behalf at term's end.
- Parking: The Vikings will pay a fee negotiated annually for specified reserved parking for players, coaches, buses, premium seat holders, and broadcast/media trucks. The University will operate lots and ramps available for general public/fan parking and retain the revenue.
- Ticketing: The Vikings will control ticketing and retain ticket revenue. The University's existing loge and suite holders' right-of-first-refusal will be honored with respect to Vikings' games. University will receive 100 complimentary tickets for non-premium seating, and 50 complimentary tickets for premium seating in the Athletic Director's Suite and the Athletic Development Suite for each Vikings game.
- Concessions: Concessions will be provided by the University through ARAMARK. The Vikings will work with ARAMARK to develop a menu, subject to certain University approval rights. Concession revenue generated during Vikings' games will be retained by the Vikings.

- Alcohol: Subject to an authorizing resolution approved by the University's Board of Regents, on Vikings' game days (i) beer and wine may be sold throughout the TCF Bank Stadium, (ii) hard liquor may be sold in premium seating areas only (i.e., club seating, loge boxes, and suites), and (iii) beer, wine and hard liquor may be sold in the Mariucci Arena Club Room and Williams Arena Club Room if the Club Rooms are available and used by the Vikings.
- Coke: Coke, Pepsi, and the parties have agreed that Gatorade products will be allowed on playing field sidelines; Gatorade and Pepsi products will also be allowed in one suite, and Gatorade and Pepsi print ads will be allowed in Vikings' programs.
- Sponsorships: Generally, the Vikings will retain 100% revenue from Vikings sponsors, and the University will retain 100% revenue from University sponsors.
- Neighborhood Fund: The Vikings will make a contribution to a "Good Neighbor" fund for the University District for each season played at the TCF Bank Stadium. The contribution will include \$90,000 in cash and \$35,000 of in-kind services each season.
- Termination Right: The Vikings may terminate the agreement prior to playing any games in University facilities if they are unable to consummate a Development Agreement for their new stadium (due to lack of funding or otherwise). In any event, the Vikings must pay the University for all costs incurred or for which University is committed as of the termination date.

### **Summary of Minnesota Vikings Storage Space Agreement**

- Storage Space: The Vikings will have ongoing storage space available in TCF Bank Stadium for as long as they play games in the TCF Bank Stadium pursuant to a separate Storage Space Agreement. Approximately 8,000 square foot storage space will be available for storage of equipment and other property belonging to the Vikings.
- Expenses and Fee: The Vikings will pay for the improvements to the storage space and for another approximately 5,000 square foot space that will be used by the University for storage, including for University property removed from the marshalling area of TCF Bank Stadium to accommodate the Vikings' use of this space. The cost of the improvements is expected to exceed the fair market rental value for use of the storage space. If this is not the case, the Vikings will pay the University the fair market rental value for the space. The improvements will remain the property of the University upon expiration of the Storage Space Agreement.

**RESOLUTION APPROVING AGREEMENTS WITH THE MINNESOTA VIKINGS TO  
PLAY AT TCF BANK STADIUM**

WHEREAS, on May 11, 2012 the Board of Regents adopted a resolution approving a non-binding Letter of Intent (“LOI”) for the Minnesota Vikings’ use of TCF Bank Stadium during construction of a new stadium for the Minnesota Vikings; and

WHEREAS, pursuant to the LOI, the University of Minnesota (“University”) and the Minnesota Vikings have negotiated the terms of a Facility Use Agreement and a Storage Space Agreement (collectively, “Agreements”) for the Vikings’ use of TCF Bank Stadium during some or all of the 2014, 2015, 2016, and 2017 NFL football seasons; and

WHEREAS, the University desires to support the Vikings during construction of the team’s new stadium by allowing the team to play its games in TCF Bank Stadium pursuant to an arrangement that is mutually beneficial to the Vikings and the University; and

WHEREAS, the Agreements reflect a mutually beneficial arrangement between the Vikings and the University;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Regents approves the Agreements and authorizes President Kaler to execute the Agreements and take appropriate steps to carry out their terms, including advancing predesign on the capital improvements to be funded by the Vikings.