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)
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:

<table>
<thead>
<tr>
<th>Phase 1</th>
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<tbody>
<tr>
<td>Construction Cost</td>
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<tr>
<td>Phase 1 Non-Construction Cost (includes entire project’s design fees)</td>
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<td>Subtotal Project Cost</td>
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<th>Future Phase 2 &amp; 3</th>
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<td>Non-Construction Cost</td>
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<td>Subtotal Project Cost</td>
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TOTAL PROJECT COST                      $44,355,000

6. Capital Funding:

<table>
<thead>
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<th>Funding To Date</th>
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<tr>
<td>2011 and 2012 State HEAPR Appropriation</td>
<td>$12,758,000</td>
</tr>
<tr>
<td>Total Capital Funding</td>
<td>$12,758,000</td>
</tr>
</tbody>
</table>
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:

<table>
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<th>Activity</th>
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<tbody>
<tr>
<td>Complete Phase 1 Design</td>
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<tr>
<td>Complete Remainder of Design</td>
<td>January 2014</td>
</tr>
<tr>
<td>Begin Phase 1 Construction</td>
<td>September 2013</td>
</tr>
<tr>
<td>Complete Phase 1 Construction</td>
<td>September 2014</td>
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</tbody>
</table>

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
Location Map

MECHANICAL ENGINEERING INFRASTRUCTURE PROJECT LOCATION
Project Rationale

• The Mechanical Engineering building houses the Mechanical Engineering Department which provides educational and research programs
• The original infrastructure systems for the building (c1948) are still operating and require replacement
• The infrastructure replacement will create a modern, energy efficient, and flexible environment for learning and research
Capital Plan Metrics

- Ensure student success by:
  - Creating facilities directly related to recruiting, educating, supporting, and graduating students

- Ensure research productivity and impact by:
  - Providing space conducive to the conduct of contemporary research

- Protect 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
Project Description

• Phase 1 (approved FY12 Capital Budget):
  – Replace the main electrical service
  – Relocate the main telecommunication room
  – Install a new passenger elevator in new location
  – Replace a freight elevator
  – Enclose/remodel existing north wing central stair
  – Renovate toilet rooms
    • (alternate)
Project Description

• Future Phases
  – New mechanical penthouse and air handling units
  – Connect to campus chilled water
  – New ventilation system throughout
  – New electrical distribution system
  – New telecom distribution system
  – Tuck point, repair brick and stone masonry
  – Window replacement
Project Description

• Anticipated Completion – Phase 1
  – Fall 2014

• Estimated Annual Operating Costs - Phase 1
  – No increase

• Architect
  – Architectural Alliance

• Project Delivery Method: CM at Risk
  – M. A. Mortenson Construction
Building Floor Plan
Project Financials

• Cost Estimate

<table>
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</tbody>
</table>
UMTC Mechanical Engineering Building
Infrastructure Improvement
Facilities and Operations Committee

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

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.
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Acknowledgements
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  • 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
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
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Mark Zmudy, Assistant Professor, Health, Physical Education and Recreation

Additional Participants:

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

Lead Master Plan Consulting Firm:

HAYDOBBS

www.haydobbs.com
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
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, in or near the existing structures if new facilities are located in or near the existing structures. The northern parking deck on the north campus could also be surfaced for athletic and recreational 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 field diamond, thus creating contiguous space for related activities.

3. Perimeter Structured Parking

A new parking entry on Woodland Avenue will create a Grand Pedestrian and Bicycle Entry from Woodland Avenue to University Drive.
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.
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.
OVERVIEW

A campus master plan is a physical manifestation of a university’s strategic plan. At its best, it is a roadmap 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,
Introducing a New Vision

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.

1. We will prepare students to be engaged lifelong learners through our non-learning-centered and innovative curricular and student life experiences.
2. We will address issues central to the global society’s scientific, cultural, economic, and artistic vitality through research and creative inquiry.
3. We will become a world leader in learning and research opportunities by leveraging the region’s unique natural, human, and cultural resources.
4. We will serve the educational needs of indigenous peoples, as well as the community’s cultural development, as a hub for the American Indian nations of the region, the state and North America.
5. We will create a campus that exemplifies resource sustainability, technology, and information integration, global perspectives and connections, social justice, and collaboration.
6. We will be central to the cultural, economic, and intellectual life of Duluth and surrounding communities.

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.

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 deepen the understanding, meaning, and purpose of the UMD educational experience.

Core Values

Our new vision, critical inquiry, and interaction with other learners.

Our values include:

1. Discovery. We discover, create, and share knowledge.
2. Engagement. We actively collaborate with each other and the larger community to identify and achieve common goals.
3. Inclusiveness. We respect and embrace the diversity of individuals, perspectives, and ideas and promote social justice.
4. Sustainability. We balance current environmental, economic, and social needs with those of future generations.
5. Integrity. We adhere to the highest ethical standards and take responsibility for our ideas and actions.
6. Excellence. We achieve excellence through creativity, continuous improvement, and innovation.

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Mission Statement

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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.
INTRODUCTION

OVERVIEW

PLANNING FRAMEWORK

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.
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 coming 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 it’s 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.
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.
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.
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.
New Facilities become the “face” of the University

Future Buildings Framework
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
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 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
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.
Campus Entry & Signage

Future Solon Lawn

Future BLUE STONE COMMONS

New "Visitor" Gateway and realigned University Drive

New Bike & Pedestrian Path

New "Grand" Ped/Bike Gateway

Campus Entry & Signage

Campus Marker

Campus Gateway

Gateways and Wayfinding
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.
Pedestrian Framework

Primary Interior Routes
Future New/Improved Interior Routes
Exterior Routes
Future New/Improved Exterior Routes
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 sharrow 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.
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

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. “Trailblazer” signage and banners should be put in place within one-mile of the campus. More distinct signage and architectural 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.
Vehicle Framework

Signature Street Primary Routes Future Streets Gateway Entry

Signature Street created by re-aligning University Drive and Creating the Solon Lawn Drop-off and below ground parking

New "Visitor" Gateway

Junction Avenue
Buffalo Street
Woodland Avenue
Kirby Drive
W. College Street
W. St. Marie Street
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

Structured Perimeter Parking

Structured parking with rooftop sports fields or courts at the same level as the existing ball diamond

Underground parking below the new "Solon Lawn"

Structured Parking attached to new building

Underground parking below the new buildings
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.
Ambassadors and Brand Stewards

Off-Campus Facilities

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 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.

Additional Considerations
Update
Campus Master Plan
University of Minnesota Duluth
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 vehicle 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.
Proposed UMD Master Plan - Short Term Plan

- New "Visitor" Gateway and realigned University Drive
- Campus "Marker"
- Blue Stone Commons
- New Grand Ped/Bike Gateway
- University Drive
- Kirby Drive
- Junction Avenue
- W. St. Marie Street
- Buffalo Street
- Woodland Avenue
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.
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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
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
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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
**AGENDA**

**Meeting Called by:** Hay Dobbs, UMD PFC

**Location:** UMD Campus Master Plan Workshop

**Date:** 06/07/12

**Participants:**
- Hay Dobbs, UMD PFC
- Tom Amorese, UMD
- Thomas Dobbs, UMD PFC
- Gary Hay
- Harlan Stech
- Lisa Pratt
- Mike McCumber
- Nick Blodgett
- Patrick Koercher
- Bob Krywienko
- Jim Malm

**Purpose of Meeting:**
- Master Plan Workshop
- UMD Campus Master Plan Update

**Project Number:** 12007.001

**Project Name:** UMD Campus Master Plan Update

**In Attendance:**
- Thomas Dobbs, UMD PFC
- Hay Dobbs, UMD PFC

**Duration:**
- Start time: 9:00 am
- End time: 1:15 pm

**Discussion**

**1. Opening Comments**
- Gary Hay began the meeting by welcoming the participants and sharing their expectations.

**2. Campus Insights Exercise**
- The participants were asked to individually note, plan, and execute exercises that align with the guiding principles.

**3. Guiding Principles**
- Tom explained the rationale for the principle-based framework and how various initiatives and projects nest within the guiding principles.
  - Establish a clear campus edge on College and Woodland: this principle confirms Hay Dobbs' observations to date.
  - Maintain and strengthen the "Academic Village": this principle conveys how various initiatives and projects nest within the guiding principles.
  - Connect the campus to the regional environment: this principle involves understanding how various initiatives and projects nest within the guiding principles.
  - Identify sustainable projects: this principle involves understanding how various initiatives and projects nest within the guiding principles.
  - Identify the "worst" and "best" places on the UMD campus: this principle involves understanding how various initiatives and projects nest within the guiding principles.

**4. Break**
- The participants had a break to discuss and share insights from the exercises.

**5. Adjourn**
- The meeting ended with a closing remarks from Tom Amorese.
or unwelcome to Hay Dobbs beforehand 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 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 arterial 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 a 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.

Opportunities

| Opportunities     | Hay Dobbs presented a diagram, prepared by Hay Dobbs, that showed 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 coincidently 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 plans 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 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 entrance off of West College Drive would be less expensive than a new signature entrance off of Woodland drive due to a shorter length and little to no impact on the recreation and athletic fields.

John Rashid, Hay Dobbs

| Community Outreach | 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 definite timeline and audience for the outreach.

| Digital/ Social Media | 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

| Writer: Thomas Dobbs | Cc: John Rashid for distribution; File.

This would be important and that the Student Affairs efforts/networks should be used as one vehicle for this effort. Hannah Alumni stated that this could be easily done and that Student Affairs could assist in this 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.

| Next Meeting | The next workshop will be held on Tuesday, July 10 from 9am to 1pm at a location TBD.

| Adjourn | The meeting was adjourned at 1:15 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, they 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.
CAMPUSSArrival SequencE

Legend

Existing Land Use - 2001

UMD

- Indian Burials
- Visitor Routes
- Student and Faculty Routes
- Parking
- Interim Parking
- Pedestrian Bridges
- Pathways
- Parks, Cemeteries, and Recreation
- Medical
- Commercial
- Warehousing and Distribution
- Manufacturing
- Transportation
- Administrative and Educational
- Other Features
- Railroad
- Principle Highway
- On/Off Ramp
- Major Street
- Minor Street
- Trout Stream (DNR)
- Other Stream (DNR)
- Educational
- Institutional
- Multi-Family Residential
- High-Density, Single-Family Residential
- Medium-Density, Single-Family Residential
- Low-Density, Single-Family Residential
- Undeveloped
- Project Plan and Up Date: Life River
HAY DOBBS
ARCHITECTURE
URBAN DESIGN
PLANNING INTERIORS
WWW.HAYDOBBS.COM

MEETING MINUTES

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

In Attendance:

- Thomas Dobbs
- Gary Hay
- Amanda Fudala
- Jodi Grebinoski
- Patrick Keenan
- John King
- Cheryl Love
- Mick McComber
- Lisa Pratt
- John Rashid
- Harlan Stech

Writer: Thomas Dobbs
CC: John Rashid for distribution; Fie

Discussion

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 of 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/path connections 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. They showed new entry drives, 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.

Action By

- Future Campus
  - Snapshots
    - 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 work will complete 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 10th 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.

- 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 stated 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 timeframe and audience for the outreach.

- City of Duluth Workshop Process
  - Hay Dobbs requested that John Rashid convene a meeting with the City of Duluth to review the concept plans and discuss specifically related to campus entries, traffic and pedestrian/bike paths and street crossings (at grade and pedestrian bridge). John stated that he will set up the meeting within 2 weeks or sooner.

- Concept Plan Feedback
  - Hay Dobbs requested feedback on the direction of the master plan and specific components. The PFC, individually in turn, described general support of the plan direction. In summary, comments included:
    - Ped/Bike Paths from Woodland to campus may still disrupt/displace some of the ballfields;
    - 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;
    - Neutral/Need Exploration: Better identification of corner of Junction and College as a campus edge;
    - 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;
    - 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/quietud 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;
    - Ped/Bike Paths from Woodland to campus may still disrupt/displace some of the ballfields;
    - Concerns: Ped/Bike Paths from Woodland to campus may still disrupt/displace some of the ballfields; A new entry 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.

- Next Meeting
  - The next workshop will be held on Thursday, August 2nd, from 9 am to 1 pm in 520 Darland.

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 inaccuracies, omissions or errors in the minutes, they 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; Fie
**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

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

**Meeting Called by:** Hay Dobbs  
**Participants:** Hay Dobbs, UMD, City of Duluth Staff/Elected

**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

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<th>Agenda Items</th>
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<tr>
<td>• Introductions/Opening Comments,</td>
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<tr>
<td>• Fundamentals of UMD Master Plan</td>
<td>Hay Dobbs/UMD</td>
<td>10:10 am</td>
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<tr>
<td>- Improve walkability and pedestrian safety on</td>
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<td>- and around campus</td>
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<td>- Limit traffic and pedestrian street crossings</td>
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<td>- in campus interior</td>
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<td>- Park on the campus perimeter</td>
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<td>- Retain/Expand number of ball fields</td>
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<td>• City of Duluth Staff Priorities</td>
<td>City of Duluth Staff</td>
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<td>• Alignment/Common Understandings</td>
<td>Hay Dobbs/UMD/City of Duluth</td>
<td>10:40 am</td>
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<td>- Embrace the Higher Education Small Area Plan</td>
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<td>- Address traffic issues throughout the the</td>
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<td>- neighborhood</td>
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<td>- Other</td>
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<td>• Break</td>
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<td>• Traffic Issues</td>
<td>UMD/City of Duluth</td>
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<td>- Woodland; College; Junction; St. Marie; Clover;</td>
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<td>- Other</td>
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<td>• Commitment to Financial Responsibility/</td>
<td>UMD/City of Duluth</td>
<td>11:30 pm</td>
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<td>Implementability</td>
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<tr>
<td>• Lunch (brought in)</td>
<td>All</td>
<td>11:50 pm</td>
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<tr>
<td>• Concepts</td>
<td>All</td>
<td>12:10 pm</td>
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<tr>
<td>• Next Steps</td>
<td>All</td>
<td>12:45 pm</td>
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<tr>
<td>• Adjourn</td>
<td>All</td>
<td>1:00 pm</td>
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</tbody>
</table>
### UMD Campus Master Plan Update

Tom Dobbs began the meeting by welcoming the participants and asking everyone to introduce themselves, as there are several new members of the PFC. Tom Dobbs then reviewed the agenda for the workshop and outlined general goals and expected outcomes.

**Introductions/Opening Comments, City of Duluth Review Summary**

Tom Dobbs shared the summary of the work progress with the City of Duluth that has transpired over the last two months. He 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 navigating 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 projects.*

The meeting was adjourned at 12:03 pm.

**Public Outreach Discussion**

- Students
- Facility and Staff
- Neighborhood
- Other?
- Physical/Digital tools

Tom Dobbs expressed the desire to bring the master plan to broader community to get feedback. It was debated 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 is 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 17th 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.

**Schedule Review**

- Milestones to completion

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.

**Next Steps**

- Neighborhood
- Faculty and Staff
- Students
- City now supportive of plan
- +/− 2 month schedule impact
- Staff/Mayor/Council Member

**Adjourn**

- 08/15/12 mtg at City Hall
- 07/23/12 mtg at City Hall

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, she 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
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 SDon 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.

Discussion:

- 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 SDon 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 minutes were 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
Appendix
Campus Master Plan
University of Minnesota Duluth
**CAMPUΣ MASTER PLAN WORKSHOP**

*University of Minnesota Duluth*

**DATE:** 14 June 2012

**PROJECT NO.:** 12007.001

---

**D U R A N G O R I A**

- Likely requires structured parking solution at some point
- Only connects to Woodland via Pedestrian/Bike Paths
- Displaces surface parking
- Can develop a more naturalized setting to the east of new entry drive
- Likely 30-40% less expensive than Entry Drive off of Woodland
- Allows for Campus Building(s) expansion eastward
- New buildings can become backdrop to entry/arrival sequence

**Pros:**

- Requires property acquisition along Woodland
- Lefthand turns off of Woodland may be problematic without signal
- Harder to showcase new buildings as backdrop to arrival
- Provides both vehicular and pedestrian/bicycle access from Woodland
- Does not displace existing surface parking lots
- Provides long ceremonial entry drive with panoramic view of campus

**Cons:**

- Relocated University Drive system
- New Primary Entry off of Woodland Avenue with Arrival Court near Woodland Avenue South Entry
- Darland Hall then connecting into existing University Drive system
- New Bike/Ped Path
- Viewshed
- New Development

---

**G O A L S**

- "Sustainability"
- "Front Door" for the UMD Campus
- Enhance the UMD Campus into the City of Duluth
- "Visible" Make the UMD Campus more "Front Door" for the UMD Campus
- "Visible" Make the UMD Campus more "Visible"
- "Focal Point" Create a "Focal Point" for the UMD Campus
- "Sustainability" Create a "Sustainability"

---

**P o t e n t i a l  N e w  E n t r y  O p t i o n  -  1**

**C A M P U S  M A S T E R  P L A N  U P D A T E**

**V i e w  N o r t h  t o  S o l o m  P l a z a  a n d  W e b e r  H a l l**

**Select Entry Option**

- Open Space
- New Development
- Existing Development
- Existing Development
- Existing Development
- Existing Development
- Existing Development

---

**P o t e n t i a l  N e w  E n t r y  O p t i o n  -  2**

**C A M P U S  M A S T E R  P L A N  U P D A T E**

**V i e w  N o r t h  F r o m  W .  C o l l e g e  S t r e e t  W a l k w a y**

**New Bike/Ped Path**

- Connect and Create a the UMD Campus to Woodland Avenue
- "Connect" the UMD Campus into the City of Duluth
- "Monument Sign"
- New Development
- Bike & Pedestrian Bridge
- University of Minnesota Duluth
- Duluth, Minnesota

---

**P o t e n t i a l  N e w  E n t r y  O p t i o n  -  3**

**C A M P U S  M A S T E R  P L A N  U P D A T E**

**V i e w  S o u t h w e s t  O v e r  P r a c t i c e  F i e l d**

University of Minnesota Duluth
Duluth, Minnesota
Master Plan Alignment - Parking

- Connect the UMD Campus to Woodland Avenue
- Maintain and strengthen the UMD Campus into the City of Duluth
- Visibly manifest "Primary Entry" of UMD Campus
- Enhance "Pedestrian and Bicycle Friendly"
- "Front Door" of UMD Campus

Master Plan Alignment - New Building Locations

- Make the UMD Campus more "Sustainability"
- "Regional Environment"
- "Academic Village"
- Increase use of alternate modes of transportation.

Goal 1. Strengthen single-family neighborhoods through appropriate zoning

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 educational experiences that achieve UMD’s student learning goals and prepare students for lifelong learning, globally engaged citizenship, and success in their careers.

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

Goal 6. Expand the UMD Campus as a demonstration site and model for sustainable development and community.

Goal 7. Promote the UMD’s role as a thought leader, equipping students, faculty, and staff with the skills and knowledge needed to succeed in a constantly changing global economy.

Goal 8. Work collaboratively with the City of Duluth and other stakeholders to develop and implement a comprehensive plan to improve the quality of life for all who call Duluth home.
Proposed UMD Master Plan - Long Range Plan

Create a  "Front Door" for the UMD Campus
Create a  "Visible" for the UMD Campus
Create a  "Orientation" for the UMD Campus
Create a  "Gateway" for the UMD Campus

UMD Master Plan Goals Review

Campus UMD into the City of Duluth

Visibly manifest

"Front Door"

"Primary Entry"

"Visual Quality"

"Connect"

"Entrance"

"Ceremonial Entry"

"Grand" Campus Entry

UMD Rec. Sports

Duluth, MN

Parking

Future

"Visitor" Entry/Gateway

New Stadium

Expansion

Fields

UMD Rec. Sports

Possible/Future

St. Marie Street

Campus

New W College/Clover Intersection

Woodland Avenue

College Street East Entry - Option 2

College Street Entry - Option 1

Woodland Avenue South Entry - Option 3

New Primary Entry off of Woodland Avenue with Arrival Court near relocated...
**UDM Master Plan Goals**

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

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

- Develop a campus “Main Entrance Along Woodland” that integrates the campus with the College of St. Scholastica
- Establish “Pedestrian Connections” throughout the campus
- Transition Woodland Avenue to a “Main Entrance Along Woodland”
- Strengthen ties with Duluth and surrounding communities in an integrated way

**UMD Master Plan Principles**

- Establish UMD as a center of excellence for graduate studies in the Upper Midwest
- Increase use of alternate modes of transportation
- Develop “Pedestrian Connections” to and within the shopping centers
- Transition Woodland Avenue to a “Main Entrance Along Woodland”
- Strengthen ties with Duluth and surrounding communities

**University of Minnesota Duluth**

Duluth, Minnesota

- Present to open public

**University of Minnesota Duluth**

Duluth, Minnesota

- Present to open public

**University of Minnesota Duluth**

Duluth, Minnesota

- Present to open public
PROJECT NO.: 12007.001
DATE: 26 November 2012

Connect and Create a the UMD Campus to Woodland Avenue

UMD Master Plan Alignments - New Building Locations

Enhance

“Integrate” UMD Master Plan Goals

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

City of Duluth Higher Education Small Area Plan Goals

- The Triple Bottom Line (Eco, Ethical, Economic)
- UMD’s Goal to Further Integrate Campus Facilities
- Promote Mixed-Use Development and Student Housing Along Transit Corridors and Within Walking Distance of Campus
- Minimize Impacts on Single-Family Neighborhoods from Noise, Light Pollution, and Visual Impacts of Student Housing
- Strengthen Single-Family Neighborhoods through Appropriate Zoning Tools and Neighborhood Stabilization Efforts
- Develop Pedestrian Connections between St. Marie Street and College Street
- Transition Woodland Avenue to a “Unique Sense of Place”
- Establish a Clear Campus Edge on College and Woodland
- Create a Positive and Inclusive Campus Climate for All by Advancing Equity and Inclusion
- Advance UMD’s Stature as a Major Campus for Research and Creative Activities, Leveraging our Region’s Unique Natural, Human, and Cultural Resources
- With Leadership from The University of Minnesota Duluth and The College of St. Scholastica, Integrate the Colleges and Students into the Community
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ZAP STATION

PROPOSED MAJOR BIKE FACILITY

FUTURE NEW/IMPROVED EXTERIOR ROUTES

DATE: 06 December 2012

PROJECT NO.: 12007.001

Campus "Marker"
Campus Entry & "Signage"
Kirby Drive

NEW "VISITOR" GATEWAY AND REALIGNED UNIVERSITY DRIVE

UNIVERSITY OF MINNESOTA DULUTH
DULUTH, MINNESOTA

MOTION AND CIRCULATION - BIKE FRAMEWORK

PROPOSED UMD MASTER PLAN - SHORT TERM PLAN

TODAY

BLUE STONE COMMONS

FUTURE

MOUNT ROYAL

ILLUSTRATIVE VIEW OF FUTURE BUILDING ALONG CAMPUS ENTRY DRIVE

TRANSIT HUB

SOLON LAWN OVER PARKING

MIXED USE

EXISTING NORTHERN WOODLAND LANDSCAPE

PROPOSED CONSTRUCTED NORTHERN WOODLAND LANDSCAPE

SIGNATURE STREETS

FUTURE STREETS

GATEWAY ENTRY

EXISTING ROUTES

POTENTIAL ADDITIONAL ROUTES/CIRCULATOR

W. College Street
University Drive
W. St. Marie Street

WOODLAND AVENUE
JUNCTION AVENUE
KIRBY DRIVE
BUFFALO STREET

ILLUSTRATIVE VIEW OF FUTURE BUILDING ALONG CAMPUS ENTRY DRIVE

PRINCIPAL INTERIOR ROUTES

PARKING

STRUCTURED PERIMETER PARKING

PARKING UNDER/BEHIND BUILDINGS

SOLON LAWN OVER PARKING

MIXED USE
Campus Master Plan Update

University of Minnesota Duluth
Duluth, Minnesota

Illustrative View of Blue Stone Commons at Campus Entry

New "Visitor" Gateway and realigned University Drive

New "Grand" Ped/Bike Gateway

Campus "Marker"

Possible/Future Rec. Sports Fields

Future Building Expansion

Future Structured Parking

Possible/Future Rec. Sports Fields

Future Building Expansion

Future Building Expansion

Possible/Future UMD Rec. Sports Fields

Future Building Expansion

Possible/Future St. Marie Street Redevelopment

Possible/Future Woodland Avenue Redevelopment

New Stadium Plaza (Parking)

Outdoor Classroom (Amphitheater)

Proposed UMD Master Plan - Long Range Plan

Future New Buildings along Entry

Integrated Landscape

Tischer Creek Exposed

New Buildings along Entry

Integrated Landscape
A CONCLUSION REMARKS

The plan includes guidance on land use, buildings and infrastructure, open space, natural features, parking, and circulation networks for movement to, from and around the campus.

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 will be designed and developed to support the University’s academic priorities and economic conditions. The Principles also reflect the University’s strategic plan. At its best, it is a road map for the future of a campus.

The University of Minnesota Duluth (UMD) is committed to providing a world-class education that prepares students for success in a rapidly changing global society. This commitment is reflected in the University’s strategic plan, which focuses on student success, research and creative activities, and community engagement.

Introducing a New Vision

UMD eagerly embraces a global future while maintaining a strong sense of place. We serve the region, the state, and North America. By maintaining a strong presence in the region, we ensure that UMD will continue to be a vital part of the community, and that the region will continue to benefit from the University’s academic and creative activities.

• We will address issues central to the global society’s scientific, social, and economic development, because of our cultural, global, and professional competence.

• We will educate students to be engaged, lifelong learners through comprehensive university recognized as world class for its learning-centered environment change while guiding the incremental implementation goals. The plan includes guidance on land use, buildings and infrastructure, open space, natural features, parking, and circulation networks for movement to, from and around the campus.

The University of Minnesota Duluth will build upon its unique land mass, facilities expand near similar related facilities and athletic fields. The Master Plan Update process revealed many new build- uses, buildings and infrastructure, open space, natural features, parking, and circulation networks for movement to, from and around the campus.

Executive Summary

The Executive Summary provides a brief overview of the key findings and recommendations of the Campus Master Plan Update. It highlights the University’s strategic priorities and the Master Plan’s role in achieving those goals.

Introduction

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. This plan provides a comprehensive look at the University’s campus, including its physical layout, facilities, and future development needs.

This plan includes recommendations for new buildings, renovations to existing facilities, and enhancements to green spaces. It also provides a framework for decision making that will guide the University in its efforts to meet its strategic goals.

The plan is designed to be flexible and adaptable to changing circumstances. It provides a roadmap for the University’s future development and ensures that the campus will continue to be a vibrant and dynamic place for learning, research, and community engagement.

Acknowledgements

The Executive Board and community members who contributed to this plan, thank you for your support and guidance. We will continue to work closely with you to ensure that the University’s strategic priorities are achieved.

The University of Minnesota Duluth

Dr. John G. Grant, President

The University of Minnesota Duluth

Dr. John G. Grant, President

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The University of Minnesota Duluth

Dr. John G. Grant, President
should be designed to create this welcoming experience for visitors. For the UMD Campus Master Plan, the development framework for future buildings will be established while preserving the character of the existing buildings. The buildings and open space on campus should be composed to distinguish the campus as a distinct district within the community. It is essential to maintain a balance between preserving the existing natural areas and accommodating the needs of the colleges, students, businesses, and residents. The University should continue to positively make its presence felt while providing housing to the west, parking at the perimeter, and accommodating with structured parking where possible. When surplus parking spaces are vacated, they should be reserved for UMD faculty, staff, and students. Accessibility is not only practiced in policy, but it is also manifested to celebrate, and connect to, the natural environment both surrounding neighborhoods. The Master Plan recognizes sustainability as a key component in realizing the University’s commitment to environmental stewardship. The Landscape can also provide more connections to nature. The University should better utilize off-campus locations as “ambassadors” and achieve a fragmented and visually incoherent appearance. Buildings are not uniform in size or style. In addition, wayfinding for pedestrians should be improved for easy, legible, and safe movement across campus. The core of the campus should support pedestrian and bicycle access to the campus from West College Street and West St. Marie Street. These entries should be distinguished from other vehicular access to the campus. Of utmost importance is relocating the “Academic Village” at the core of the campus. Administrative offices are on the east side and north side of the campus. The University should create a culture that promotes walking and bicycling and clear and accessible connections to and through the campus. The Master Plan should support multi-modal transportation options including the use of lighting, signage, markers, monuments, and gateways. Additionally, UMD should better utilize off-campus locations as “ambassadors” of lighting, signage, markers, monuments, and gateways. Expansion areas are initially identified in March 2012, the City of Duluth published the City of Duluth Master Plan, which allows pedestrians to travel from one end of the core to the perimeter. Of about 10 minutes, or 5 minutes from core to perimeter. The University should better define these areas and give more detailed recommendations in the study area, which covers approximately the needs of the colleges, students, businesses, and residents. It examined land use, transportation, demographics, and environmental considerations in the study area.
New Facilities become the "face" of the University

Primarily Interior Routes

Junction Avenue
Kirby Drive
W. College Street
Buffalo Street

Exterior Routes
W. College Street
University Drive
W. St. Marie Street

SCALE: NO SCALE

Woodland Avenue
N
W. St. Marie Street
University Drive

Natural Features
Framework

• Courtyards and Plazas
• Primary Public Lawns

will have an important impact on the character of the campus for
in this master plan seek to reestablish some of the original pat-
conserving water and reintroducing native and other sustainable
The goal for the campus open space is to create a rich, supportive
plan opens on campus along with these enhanced bicycle facilities.

Not only are more students, faculty, and staff opting for public tran-
Enhance routes, services and storage for

Bicycles

3) Arriving to campus,
4) At their final destination (building, room, event, etc.).
6) At their final destination (building, room, event, etc).

Wayfinding systems should be developed to create a series of lay
Systems should work together to

Plan Elements and Guidance

supporting all means of transportation.

major improvements and will strengthen UMD's commitment to
be a paramount concern in all cases. These new connections are
separated from pedestrians is needed based on high use of these
locations). This use will need to be monitored to determine if ad-
for bike riders (as the City of Duluth has already done in several
areas. It is also recommended that a stronger bike network be de-

Users have realized that riding the DTA is a smart choice as they
Transit Authority (DTA), UMD students, faculty and staff can ride
Transit should be integrated into the

Transit

University Mission and Strategic Plan.

Natural features and systems should be used as a living laborato-
- Trails and Paths: bike and pedestrian - on and beyond campus.
- Open Space: lawns, yards, gardens and recreation fields;
- Ecosystems: local flora and fauna in and around campus;

While still protecting them from degradation; and ecosystems;

tainability". This can achieved, in part, by a commitment to make

primary importance on campus

Campus "Marker"

Kirby Drive

Future
BLUE STONE
COMMONS

Formal Informal

Informal Natural Landscape

Public Yard
Gateways and

Wayfinding

Kirby Drive

Entries with simplicity and ease. Wayfinding on campus should be

Pedestrian and vehicular circulation,
clear and easily understood. Pedestrian and vehicular circulation,

requires a campus sufficiently compact to allow for both formal

it does on the more structured encounters of the classroom and

primary importance on campus
New "Visitor" Gateway and realigned University Drive

Signature Streets, as an extension of campus gateways, should become "ambassadors" for the University, positively connecting each remote facility to the campus and new campus facilities are showcased within their regions.

Off-campus UMD facilities become ambassadors to the region, connecting people to the NRRI and the Limnology Lab. More distinct signage and architectonic elements are limited opportunities to take advantage of natural daylighting, and Gateway elements, supported by cohesive signage, should promote to confirm visitor's proximity to the campus.

Another consideration is the future of UMD is bright. This plan provides the flexible framework for thorough thought about growth and change.

Being thoughtful about growth and change is important. As the campus expands, 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 University brand and establish a strong connection to Minnesota's natural resources in an environmentally sound manner.

Daylighting is the controlled admission of natural light—direct sunlight and its penetration. This includes sky light and roof light. It forms a natural envelope that influences a building and its uses.

All of the vertical circulation—stairs and elevators—are located inside buildings or the public realm to confirm visitor's proximity to the campus. Existing ball diamond within the campus is updated and expanded. More distinct signage and architectonic elements are limited opportunities to take advantage of natural daylighting.

Future capital projects.

Existing Routes Potential Additional Routes / Circulator

Existing Transit Plaza

The UMD brand should be manifested in these facilities by unified exterior, on-site, and web-based graphics/signage; consistent messaging; and appropriate amenities associated with visitor services.

In anticipation of future growth, UMD's current infrastructure and facilities will require careful planning and development. Off-campus UMD facilities become ambassadors to the region, connecting people to the NRRI and the Limnology Lab.
Appendix

Campus Master Plan

University of Minnesota Duluth
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 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.

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phone 763.537.1311 / fax 763.537.1354 / cell 763.242.9036 / email rhonda@piercepini.com
PPA hours: M-Th 8-5, F 8-12
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.
Appendix

Campus Master Plan

University of Minnesota Duluth
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. Organize the landscape and places to establish a coherent circulation and infrastructure pattern for the campus as a whole.

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

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

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

The campus master plan should:

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

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.

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

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

5. 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”.

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

The campus master plan should:

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 enrollment; 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 an 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.

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 master 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.
Campus Master Plan Update
May 9, 2013

University of Minnesota Duluth
Driven to Discover
Regents’ Direction on Master Planning

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

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

- Maximize the value of existing physical assets while responding to emerging/changing physical needs.

- Ensure an inclusive, accountable, and timely process for creating and implementing a master plan vision.
What is a Master Plan?

A Master Plan is a physical manifestation of the campus’s strategic plan.

A Master Plan…

- confirms that short-term projects are working in conjunction with long-term plans and goals.
- accommodates shifting academic priorities and economic conditions.
- identifies the unique qualities of the campus that will be enhanced and areas that are expected to change.
UMD’s Mission

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.
UMD’s Vision

UMD 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.
Plan Update Activities

- Reviewed 2005 Campus Master Plan.
- Incorporated the mission, vision, core values, and campus goals of the 2011 UMD Strategic Plan.
- Analyzed student enrollment projections and evolving needs of the UMD campus.
Plan Update Activities

- UMD Physical Facilities Committee (PFC) worked with campus leadership and Hay Dobbs Architects to draft an updated campus master plan.

- Created a site plan to identify new building locations.

- Identified space deficiencies.
Master Plan
Guiding Principles

- 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

• 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.
Focus on Sustainability

- Existing natural areas should be preserved.
- Planning elements should be fiscally responsible and achievable.
- Transit service to and from the campus will continue.
- On campus sports and recreation fields and green space must be preserved.
Master Plan Trends and Assumptions (continued)

• 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.

• Parking stall quantity should remain static.

• On campus housing capacity is adequate; any future demand will be absorbed by the private sector.
Master Plan Elements and Guidance

- **Land Use** — follow historic development pattern of campus

- **Public Spaces and Buildings** — open space; natural features and systems

- **Movement and Circulation** — gateways, wayfinding and orientation; pedestrians; bicycles; transit; vehicles

- **Parking** — de-emphasis on parking as first impression

- **Additional Considerations**: Internal circulation and off-campus facilities
Master Plan-Short Term

Creating a Better Sense of Arrival

- Design and construct new “Visitor Gateway” entry
- Design and construct new “Grand Ped/Bike Gateway”
- Reconfigure/relocate W. College Street/Woodland intersection to Clover Street
- Implement “in-process” renewal construction projects
- Plan for future capital projects
Short Term Diagram
Master Plan-Long Term

Being Thoughtful about Growth and Change

- Grow campus in a compact and walkable manner
- Invite nature to the north end of campus
- Locate parking around the campus perimeter
- Expand facilities near similar related facilities
- Showcase sustainable features
- Reinforce UMD brand and better position campus competitively
- Ensure new spaces help draw enrollment
Long Term Diagram
Classroom Capacity

- UMD Capacity Analysis shows 86% at Primetime
  - Above 80% is considered a “bottleneck” and is unsustainable

- Years of growth outpaced classroom capacity

- Few classrooms for >50 students

- Some smaller classrooms could be used to aid in drastic need for office and lab space
  - Growth in STEM limited by lab space, not by qualified applicants

- What we have already implemented
  - Expanded day to 10pm for scheduling
  - Conversion of conference rooms temporarily to groups of offices
  - Shared offices for faculty and staff
  - Use of offices for faculty and staff on leave or sabbatical
HEAPR Priorities

No Air Conditioning
Old Core Campus
Future Capital Projects

- **Integrated Learning Hub (ILH):**
  - Provides students with active learning opportunities
  - Houses the American Indian Learning Resource Center (AILRC), which will integrate the AILRC with the entire UMD campus and regional community
  - Allows UMD to expand its offerings to students, staff, faculty and community members, leading to improved recruitment and retention efforts

- **Kirby Student Center Expansion:**
  - Provides space for quality student programming, social spaces and active study spaces for students
  - Serves as an additional meeting and event facility
  - Integrates food/dining services and other campus services

- **Chemistry/Material Science Building:**
  - Provides hands-on experiences for students
  - Gives undergraduate and graduate students additional research opportunities to better train and prepare them for leading-edge interdisciplinary science and engineering fields
  - Allows faculty members to compete for research funds in new areas
Strategic Alignment

In conclusion, UMD’s Updated Master Plan...

• provides the flexible framework to accommodate change.
• takes into account the goals of UMD’s Strategic Plan.
• guides future land use and development decisions.
• helps prioritize capital projects.
• aligns with the campus’s mission and vision.
• supports the economic development needs of the region.
THOSE WHO CAN, Duluth
Classroom Capacity

- Capacity Analysis by Ad Astra for UMN system
  - UMD at highest % capacity of all UMN campuses (80% target):
    - **UMD 86% during Primetime (M-Th, 10 am - 4 pm) vs. UMTC 68%**
    - **All hours, UMD 55% vs. UMTC 45%**
  - Bottlenecks (many at 100% capacity) in over half of classrooms with 50+ capacity from 8am-9pm

UMD Classroom Utilization by room capacity

<table>
<thead>
<tr>
<th>SEATS</th>
<th>ROOMS</th>
<th>PRIME ROOM HRS.</th>
<th>PRIME UTILIZATION</th>
<th>PRIME RATIO</th>
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<td>125+</td>
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<td>1,586.08</td>
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</table>
Classroom Space Need

- Growth in student numbers for many years and limited resources
  - Smaller classes no longer possible in many cases
  - 60% of classroom inventory seats fewer than 50 students
  - Need for many more sections due to lack of availability of 50+ seat rooms
- Out of date classroom setups for incorporating active learning
  - 1 available and 2 in progress
- Some smaller classrooms could be used to aid in drastic need for office and lab space
  - Growth in STEM limited by lab space, not by qualified applicants
  - No swing space
  - Start of fall 2012 without office space for incoming faculty
- What we have already implemented
  - Move many core classes to 4-10 pm and 8-10 am
  - Conversion of conference rooms temporarily to groups of offices
  - Shared offices for faculty and staff
  - Use of offices for faculty and staff on leave or sabbatical
  - Storage moving off of campus
Campus Master Plan Update
May 9, 2013

University of Minnesota Duluth
Driven to Discover
Facilities and Operations Committee

Agenda Item: Annual Report on Space Utilization Initiatives

Presenters: Vice President Pamela Wheelock
Assistant Vice President Brian Swanson

Purpose:

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.
Facilities and Operations Committee

May 9, 2013

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

- review
- 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.
What is the Six-Year Capital Plan?

• Board of Regents Policy directs the administration to develop a capital budget with a “six-year time horizon, updated annually”
Aligning Capital Projects with the Platform of Excellence

Innovation & Discovery
- Areas of Strength
- Health Sciences
- Talent Magnet
- Industry Partnerships
- Biomedical Discovery
- MnDRIVE
- Workforce
- Philanthropy
- Legislation
- Pace & Culture

Teaching & Learning Experience
- Academic Excellence
- Graduation Rates
- Funding
- Infrastructure
- Online Strategies
- Diversity
- Student Experience
- Engagement
- State Impact
- Global Reach
- Brand
- Redefining Land Grant
- Faculty Recognition
- National Recruiting
- Value of Liberal Education

Funding & ROI
- Cost Structure
- Alignment
- Legislature
- Operational Excellence
- MnSCU Relationship
- Tuition
- Cost Structure

Impact & Reputation
- Operational Excellence
- Health Sciences
- Alignment
- Legislature
- Operate
- Law School
- Online Strategies
- Diversity
- Brand
- National Recruiting
- Value of Liberal Education

Academic Excellence
- Areas of Excellence
- Funding
- Infrastructure
- Online Strategies
- Diversity
- Student Experience
- Engagement
- State Impact
- Global Reach
- Brand
- Redefining Land Grant
- Faculty Recognition
- National Recruiting
- Value of Liberal Education
## Platform of Excellence

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
</tr>
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</table>
| Operational Excellence    | • Use facilities efficiently  
                           • Operate cost effective facilities  
                           • Produce multi-functional and shared spaces |
| Reputation / Brand / Impact | • Engage in effective outreach  
                           • Improve recognition affiliation with UMN  
                           • Build community at campus and system wide level |
| Teaching and Learning     | • Maximize student experience  
                           • Create optimal student outcomes  
                           • Improve pedagogy |
| Research and Discovery    | • Promote economically self-sustaining research  
                           • Advance academically vibrant scholarly climate  
                           • Create successful interdisciplinary work |
Considerations and Constraints

Academic and Service Unit Strategic Directions

- Legal Obligations
- Availability of Local Unit Resources
- Health, Safety and Infrastructure
- Ability to Leverage Private Funds
- Bond Rating
- 1/3 State Match Requirement

- Annual Operating & Debt Costs
- Prior Planning or Partial Funding
- Traditional Share of State Bonding
- Project Interdependencies
- Potential for Staging
- Project Readiness
- Approved Pre-design
- Geographical Balance
- Health, Safety and Infrastructure
- Academic and Service Unit Strategic Directions

Six-Year Capital Plan
Representative Projects
Research and Discovery

• Tate Laboratory of Physics Rehabilitation
  – Labs and classrooms; renovation for College of Science and Engineering

• St. Paul Campus Research Labs, Phase I
  – Flexible labs designed to support microbiology research for three colleges
Teaching and Learning

• Duluth: Academic Priority
  – Integrated new classrooms and cultural center for American Indian Learning Resource Center

• Libraries and other Collections
  – Access and storage improvements, collection preservation, expanded digital resources, and re-use of space
Stewardship / ROI

- HEAPR
- AHC Release Space Repurposing
  - Renovation of vacated space in Phillips Wangensteen Building
- Eddy Hall
  - Renewal of key building for student functions; allows decommissioning of other spaces
- St Paul Campus Research Labs, Phase II
  - Investment in existing buildings based on best use potential, decommissioning of vacated buildings
Reputation / Brand / Impact

• Veterinary Isolation Laboratory
  – Replacement of unique research support facility

• Rochester: Campus Building
  – Development of a multi-functional campus academic and administrative facility

• Elliot Hall/Child Development Replacement
  – Replacement of obsolete buildings with combined facility
Other Projects Under Consideration

• The projects on this list:
  – are insufficiently developed in terms of their programmatic needs at this time
  – are key investments based on collegiate and academic priorities
  – may need further definition and/or development before they advance
• This list of investments can be considered the potential next tier of capital projects
Other Projects Under Consideration

UMC  Utility Infrastructure Update
UMD  Kirby Student Center
UMTC Equine Center Expansion
UMTC Superblock Dining Replacement
UMTC Washington Avenue East Bridgehead Plaza
## Financial Planning Parameters (State Requests)

<table>
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<tr>
<th>Funds</th>
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<th>Odd Years</th>
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<td>Forecasted State Bonding Bill</td>
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<tr>
<td>Assumed UMN Share</td>
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<td>HPAPR</td>
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<td>Other</td>
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<td>University Share</td>
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<td>$205,000,000</td>
<td>$97,500,000</td>
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Recommended Six-Year Capital Improvement Plan, FY2014 – 2019
Grand Total = $1,117,000,000

State Contribution 2/3
$879,000, 79%

U of M Contribution 1/3
$204,500, 18%

U of M-Self Funded Projects
$33,500, 3%
Recommended Six-Year Capital Improvement Plan, FY2014 – 2019

Grand Total = $1,117,000,000
Key Findings for Capital Projects

• Pressing need for updated laboratory space

• Expanding need on all campuses and colleges for interactive classrooms to achieve engaged learning

• Increasing collaboration among colleges to plan together and share facilities

• Growing interest in space utilization initiatives to consolidate space and save costs.
Changes in Six-Year Plan, 2012-2013

- Academic Health Interprofessional Education Facility
- Briggs Learning Commons
Next Steps

• Minnesota Legislature will act on the 2013 Capital Request (FY 2014) in the current session, prior to the June Regents meeting

• Approval of the Six-Year Capital Plan by Board of Regents in June 2013
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.
FY2014
Annual Capital Improvement Budget

Board of Regents Facilities and Operations Committee
May 9, 2013
Capital Plan

Board of Regents policy directs the administration to develop a capital budget with a “six-year time horizon, updated annually”
Annual Capital Improvement Budget

- Year 1 of the Six-Year Capital Plan
- Includes individual projects over $500,000
- Projects need to have a completed predesign
- Projects must be fully funded
- Approved projects move into design and/or construction
2013 Capital Request Update

• The legislature has not taken final action on a bonding bill

• The capital improvement budget information in the docket material reflects the full value of the University’s legislative request

• The capital improvement budget will be updated for the June meeting to reflect the final bill outcome
### State Capital Request Projects
Included in the 2014 Capital Budget

<table>
<thead>
<tr>
<th>Project</th>
<th>State Share</th>
<th>University Share</th>
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<tbody>
<tr>
<td>HEAPR</td>
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<tr>
<td>Eddy Hall Renovation</td>
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<td>Design: St. Paul Campus Laboratory Replacement</td>
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<td>Design: Tate Laboratory Renovation</td>
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<td>$3,000</td>
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<td>Campus Wellness Center</td>
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<td>Research Laboratory Improvement Fund</td>
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Aligning Capital Projects with the Platform of Excellence

Innovation & Discovery
- Innovation & Discovery
- Teaching & Learning Experience
- Funding & ROI
- Impact & Reputation

Areas of Strength
- MnSCU
- MnDRIVE
- Talent Magnet
- Leveraging Resources
- Industry Partnerships
- Biomedical Discovery

Health Sciences
- Workforce
- MnSCU Relationship
- Mission differentiation
- Philanthropy
- Legislature

Tuition
g- Operational Excellence
- Pace & Culture

Academic Excellence
- Funding
- Infrastructure

Grading Rates
- Online Strategies
- Diversity

Funding
- Student Experience
- Engagement

Infrastructure
- Areas of Excellence
- Global Reach

State Impact
- National Recruiting
- Redefining Land Grant

Brand
- Faculty Recognition
- Value of Liberal Education

University of Minnesota
Driven to Discover
Annual Capital Improvement Budget
Funding & Return of Investment (ROI)

• UMD: Utility Building Additional Chiller

• UMD: Stadium Apartment demolition

• Systemwide: Repair and Replacement

• Systemwide: HEAPR Funds
Annual Capital Improvement Budget

HEAPR Projects

• HEAPR legislation provides very strict guidelines on the type of projects that can be funded
  – Intended to give the University and MNSCU flexibility to operate within these strict guidelines

• Funds are intended to preserve and renew existing campus facilities by funding five kinds of projects
  – Accessibility
  – Building Systems
  – Energy Efficiency
  – Health and Safety
  – Infrastructure
Annual Capital Improvement Budget
HEAPR Process

• The University initially allocates HEAPR to campuses based on a combination of campus size and facility condition need

• The Facility Condition Assessment (FCA) database plays a critical role in the allocation and prioritization process

• Projects are prioritized on each campus based on
  – health and safety risk
  – facility condition
  – regulatory requirements
  – academic program impact
  – additional funding opportunities
Annual Capital Improvement Budget
HEAPR Projects

• The 2013 request of $125M will fund more than 100 projects system-wide

• The preliminary project list will be adjusted to align project priorities with final legislative funding

• Projects include:
  – UMM Behmler Hall HVAC Upgrades
  – UMD Heller Hall Building Upgrades
  – UMC Knutson Sports Center Infrastructure and Exterior Envelope
  – WCROC Maintenance Shop HVAC Improvements
  – UMTC Mechanical Engineering: Phase II
  – UMTC West Bank Windows
  – UMTC Alderman Hall Fire Safety and Ventilation
Annual Capital Improvement Budget
Teaching and Learning Experience

- UMTC: Eddy Hall – Renovation
- UMTC: Tate Lab – Renovation
- UMC: Campus Wellness Center
- Systemwide: Active Learning Classroom Fund
- UMTC: Coffey Hall - Boynton Health Center remodel
- UMTC: Coffman Union – 2nd Floor Remodel
- UMTC: Animal Science – Active Learning Classroom remodel
- UMTC: Vet Med South – Surgery and Clinical Skills Lab
Annual Capital Improvement Budget
Innovation and Discovery

- UMTC: St. Paul Campus Laboratory Design
- UMTC: Research Lab Improvement Fund
- UMTC: Amundson Hall – Gore Annex Lab Build Out
- UMTC: Physics/Nano – Lab Build Out
- UMTC: Microbiology Research Facility
Annual Capital Improvement Budget
Impact and Reputation

- UMTC: Ambulatory Care Center
- UMTC: Northrop Renovation
- UMTC: Raptor Center – Mews Replacement
Annual Capital Improvement Budget

Changes to Existing Projects

• Physics and Nanotechnology - $854,000
  – Completion of “shelled” lab space

• Amundson Hall Gore Annex - $2,100,000
  – Miscellaneous laboratory fit-up requested by the department

• Northrop Auditorium - $2,373,000
  – Additional funding required for unforeseen conditions, additional structural coordination issues, acoustical and other design modifications, building codes issues, and to add previously deferred scop

• BDD Building #4: Microbiology - $9,000,000
  – Additional funding from savings on CMRR and Cancer Cardio projects

• Ambulatory Care Clinic - $22,500,000
  – Increased scope and budget to align with the project proforma
## Potential Additions for the June meeting

<table>
<thead>
<tr>
<th>Campus</th>
<th>Facility</th>
<th>Project</th>
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</thead>
<tbody>
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<td>UMD</td>
<td>Glensheen Estate</td>
<td>Water Damage Repair and Cleanup</td>
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<tr>
<td>UMD</td>
<td>Romano Gymnasium</td>
<td>Gym Renovation</td>
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<tr>
<td>UMD</td>
<td>Malosky Stadium</td>
<td>Second Floor Build Out</td>
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<td>UMTC</td>
<td>Bailey Hall</td>
<td>Replace HVAC System</td>
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<td>University Stores North</td>
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<td>UMTC</td>
<td>Engineering and Fisheries</td>
<td>Lab Remodel</td>
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<td>UMTC</td>
<td>New Facility</td>
<td>Arboretum Bee Discovery Center</td>
</tr>
<tr>
<td>UMTC</td>
<td>St. Anthony Falls Lab</td>
<td>Renovation</td>
</tr>
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<td>UMTC</td>
<td>Vet Med South</td>
<td>Preventative Medicine Remodel</td>
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<tr>
<td>UMTC</td>
<td>Multiple Buildings</td>
<td>GESP – Energy Conservation Program</td>
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<tr>
<td>UMTC</td>
<td>TCF Bank Stadium</td>
<td>MN Vikings Projects</td>
</tr>
<tr>
<td>UMTC</td>
<td>Variety Club Research Center</td>
<td>First Floor Remodel</td>
</tr>
</tbody>
</table>
2014 Capital Budget: $289.8 Million
Questions, Discussion
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.
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

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

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:

<table>
<thead>
<tr>
<th>Funding Identification</th>
<th>Total</th>
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<tbody>
<tr>
<td>2010 State Appropriation – Lab Pool Fund</td>
<td>$1,838,565</td>
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<td>College of Science and Engineering Deans Office Admin</td>
<td>3,161,435</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>

Project Schedule:
Begin Construction: April 2013  
Substantial Completion: September 2013

Consistency of project with approved scope, schedule and budget:  

_X_ Yes  ____No
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.