

# BAYFRONT MASTER PLAN DISCUSSION WITH DEDA

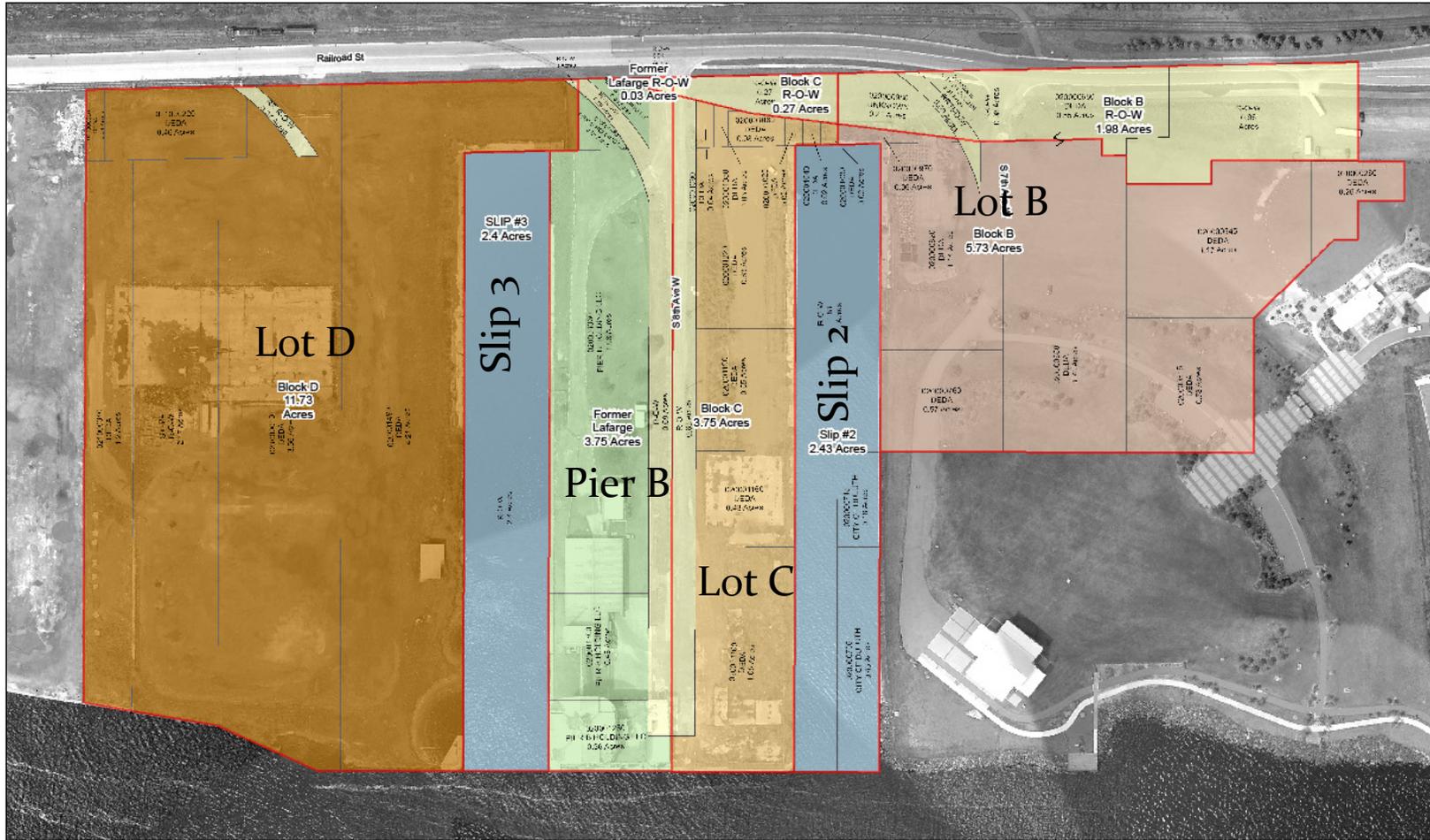
A COLLABORATIVE DEVELOPMENT EFFORT

JULY 27<sup>TH</sup>, 2011

# Bayfront Property



# Bayfront Property



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 Block and Slip Boundaries

CITY OF DULUTH  
BAYFRONT REDEVELOPMENT

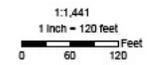


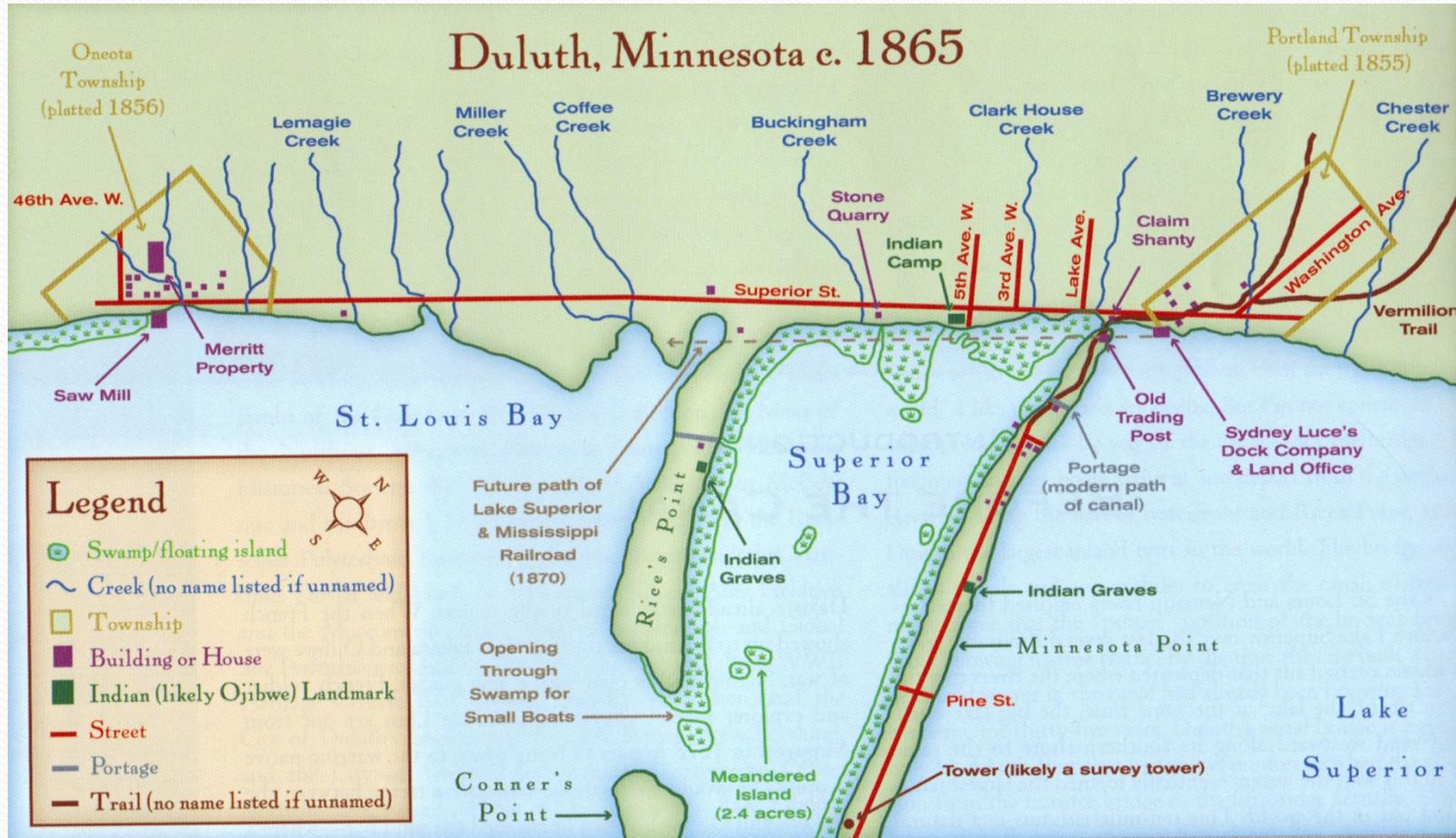
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Print Date: June 11, 2010



# Early Picture of Duluth 1854



# Duluth Map 1865



# Historical Changes 1883



# Historical Changes 1890



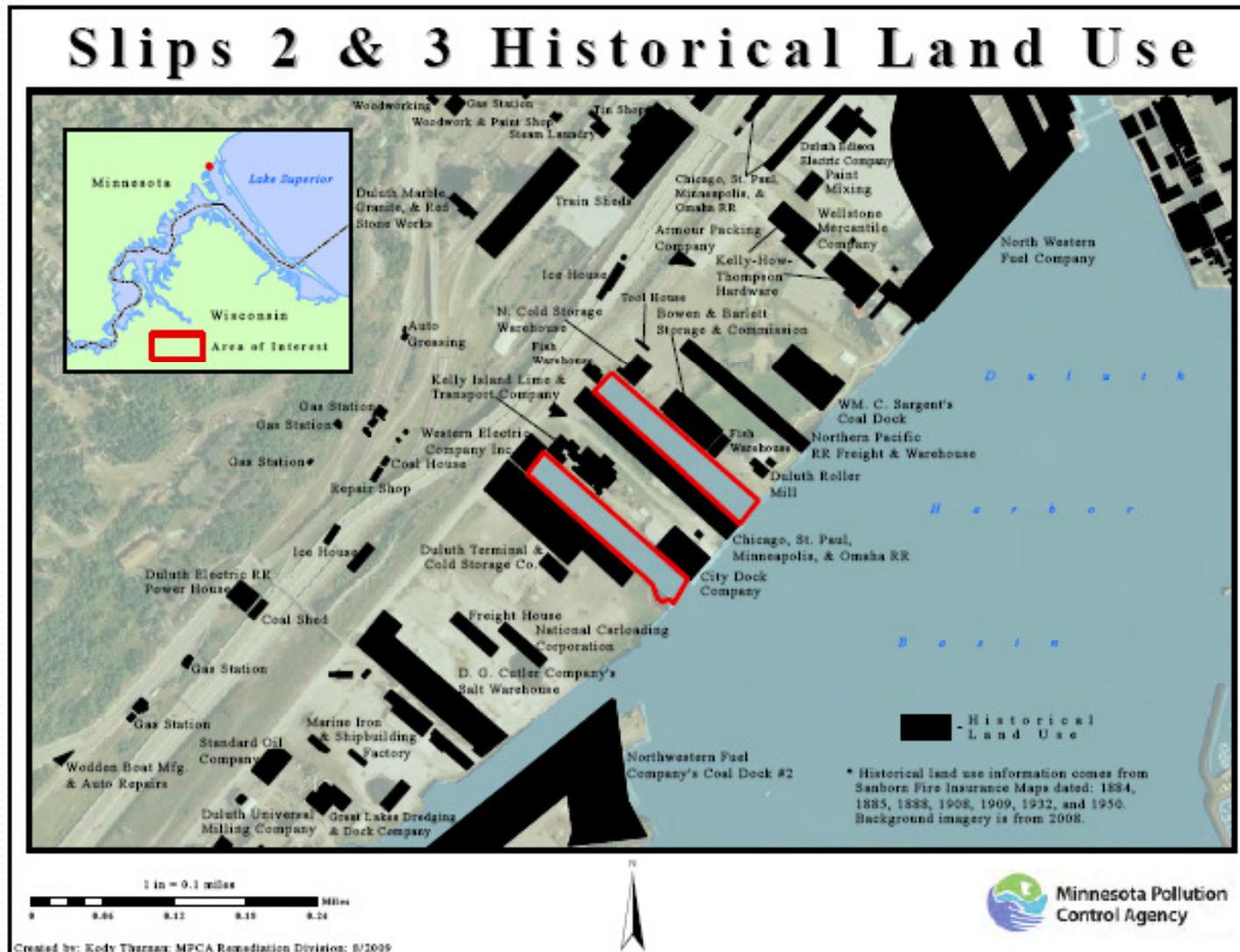
# Kelley Island Lime and Transport Company (1890)



# Historical Changes 1896



# MAP OF FORMER DEVELOPMENT

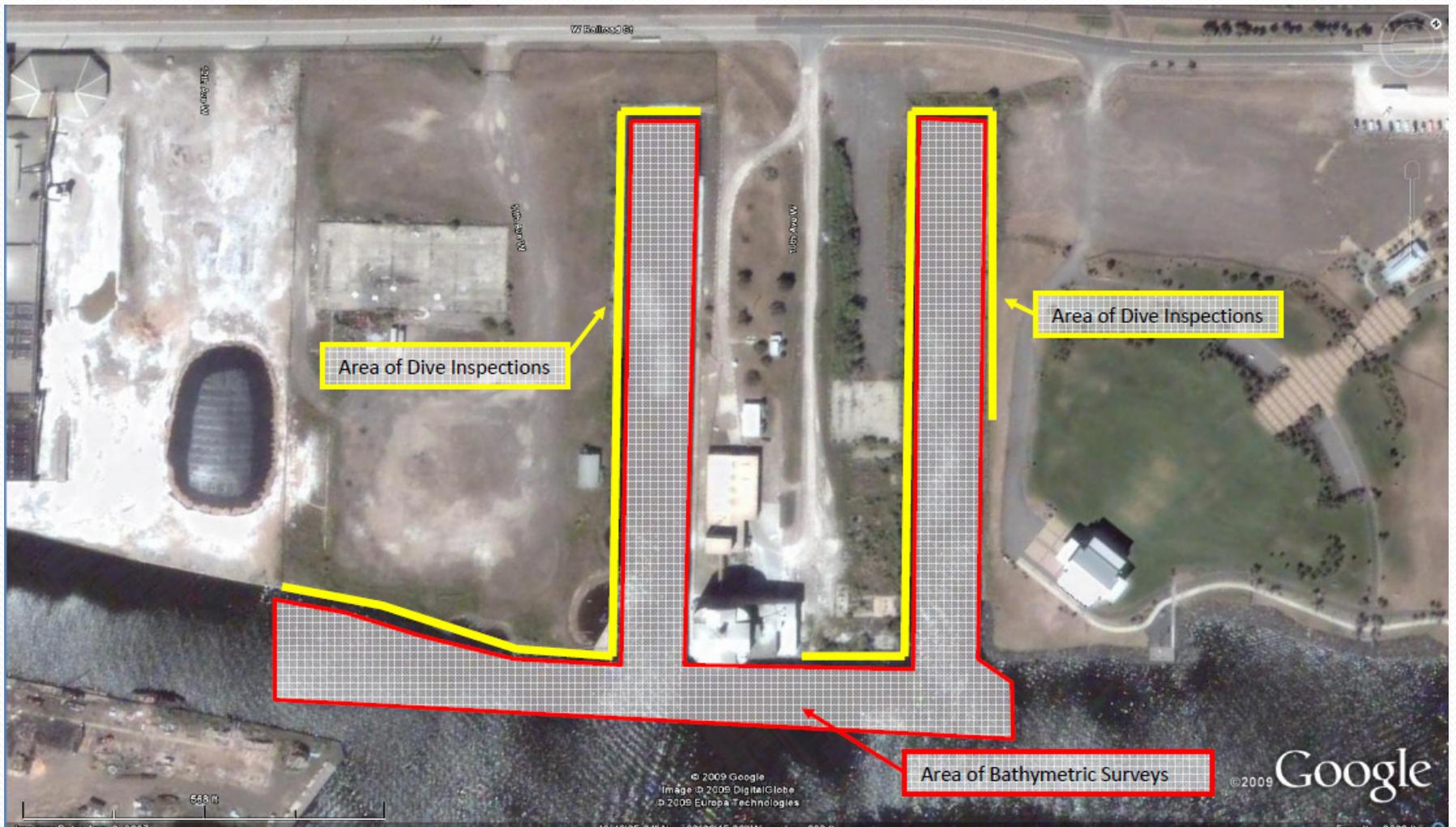




# Leading up to today:

- DNR approaches DEDA about redevelopment of Bayfront for marine facility; DEDA passes resolution in support of collaboration (**2008**)
- DEDA enters into a Cooperative Agreement with DNR that launches an 18-month assessment process (**2009-2011**)
- Lafarge property goes on the market; purchased by Pier B Holdings, LLC (**December 2009**); DEDA approves resolution of intent to consider a combined Lafarge/Lot C development.
- City Planning conducts a Small Area Plan process for the Bayfront District (**2009-2010**)
- DEDA secures DNR/FWS money for preliminary transient boat design/engineering and market assessment (**2011**)

# New Data From DNR-DEDA Study



# Existing Site Dock Walls & Conditions

- Five primary types of dock wall structures surround the Lafarge Site and Lot B, C, and D.
  - Wakefield Vertical Wood Piling / Round Wood Pile Supporting Concrete Relieving Platform
  - Open Round Wood Piling Supporting Concrete Relieving Platform with horizontal retaining walls.
  - Open Round Wood Piling Supporting Concrete Relieving Platform with Board and Batten
  - Steel Sheet Piling
  - Open Round Wood Piling Supporting Concrete Relieving Platform with horizontal retaining walls & Concrete Decks.

# Existing Dock & Site Conditions



Lot B

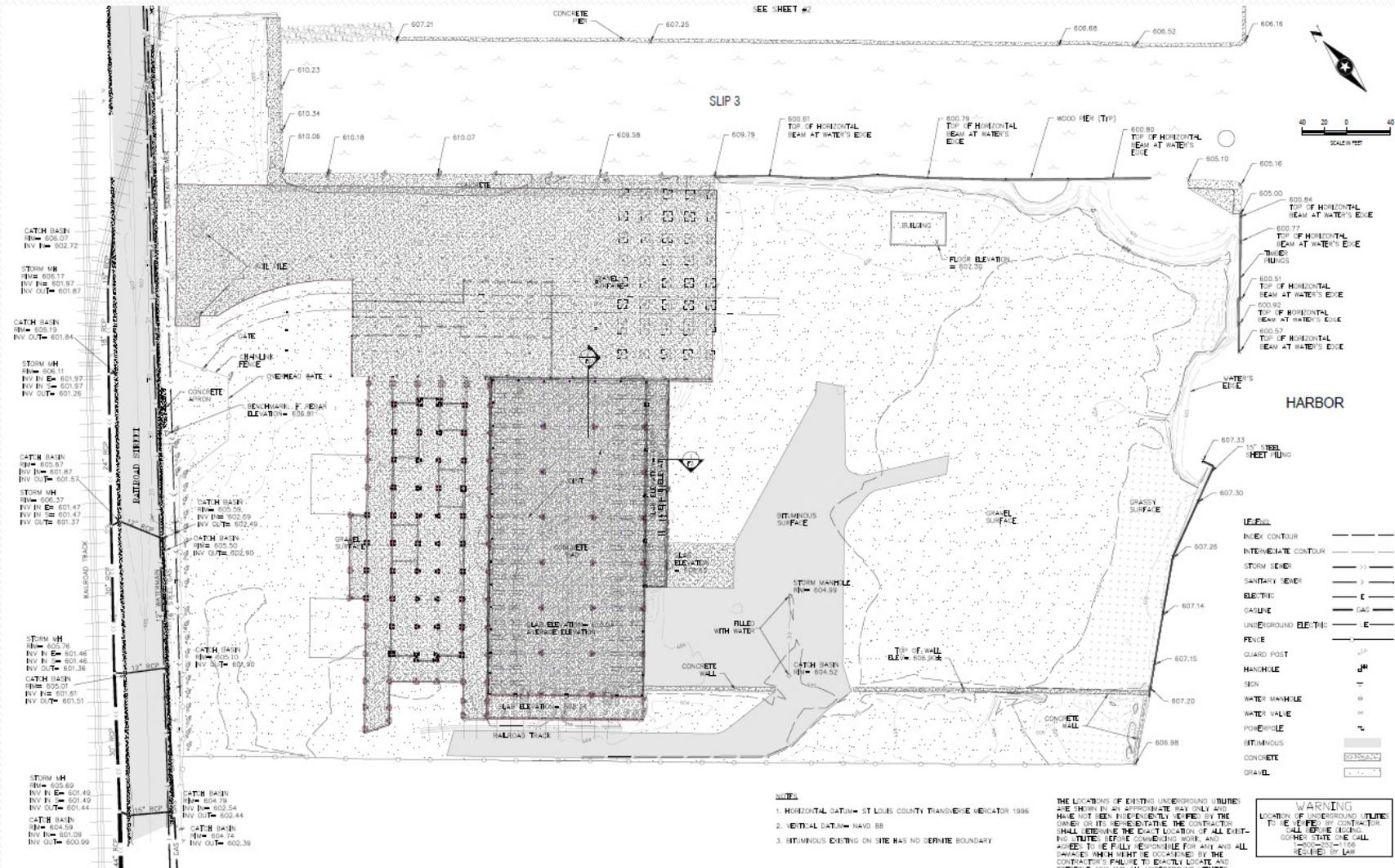


Lot C



Lot D

# New Data From DEDA Study

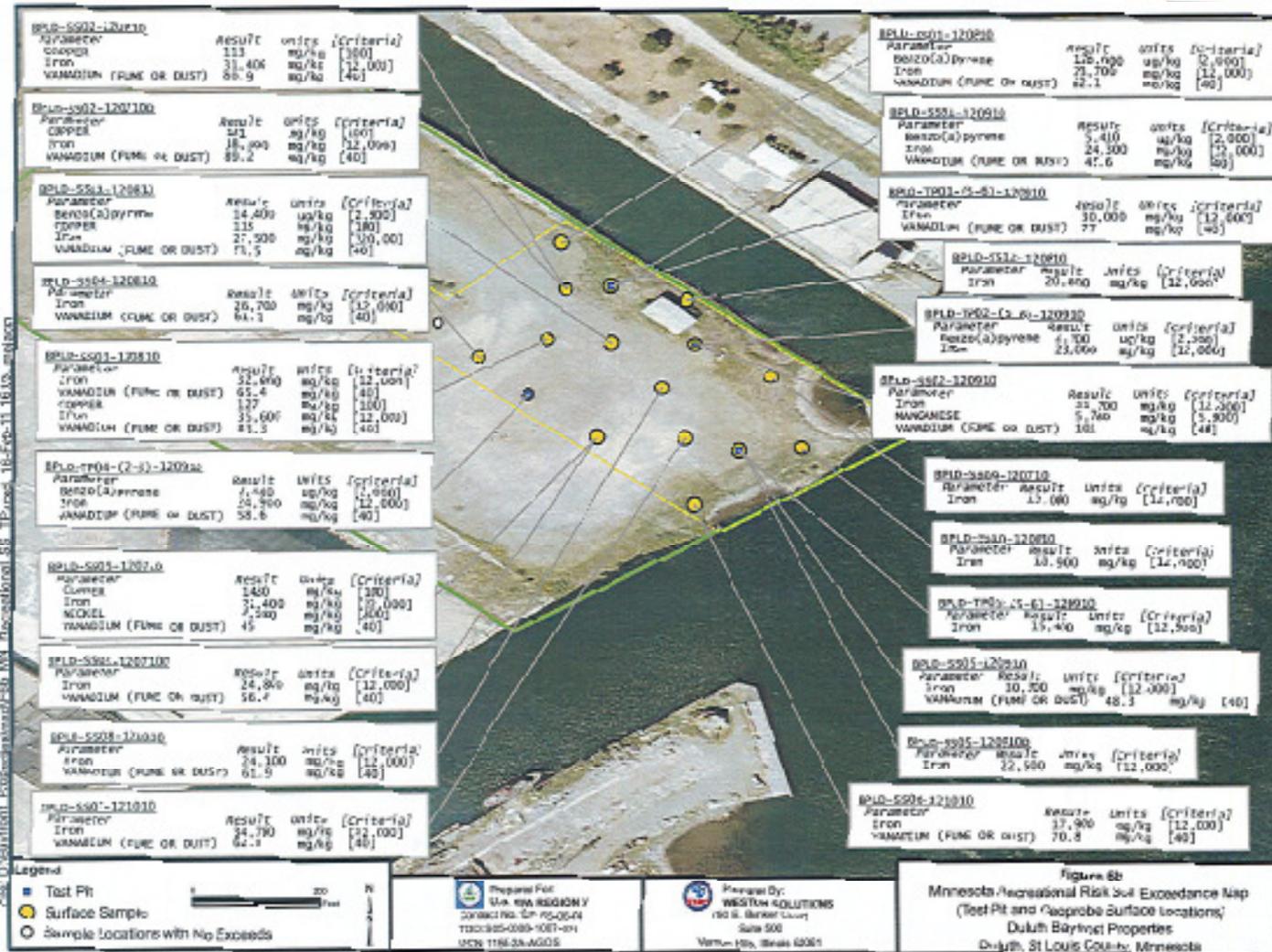


# Environmental Studies

- DEED Funded Investigations on Lots C & D and Former Lafarge Sites
- EPA-Provided Investigation Focused on Proposed Basin Location on Lot D



# Environmental Studies



# Utilization of Entire Site Key

- Placement of the Transient Boat Facility and its Amenities will greatly affect the Size and Layout of Future Development at Lot D and Adjacent Lots



# Pier B Holdings, LLC



Pier B Holdings is a local investment group. Our objective is to develop a world class facility that becomes a unique attraction for Duluth's Bayfront.



# Creating A Vision

- New Site Investigations
- Stakeholder / Community Input
- Case Studies
- Guiding Principles

# Site Development



# Adaptive Reuse

The Crowne Plaza Hotel -  
Quaker Square in Akron, Ohio



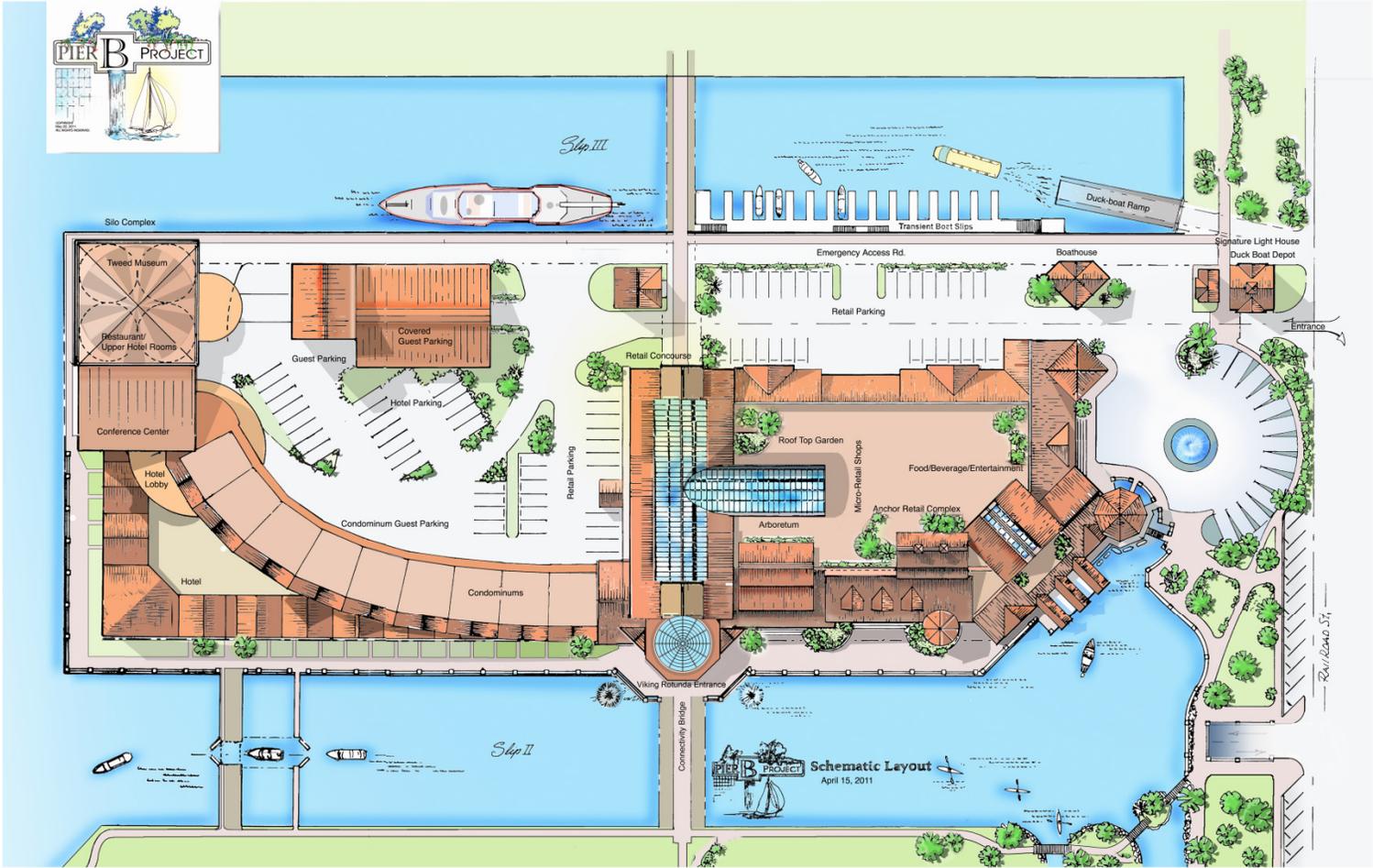




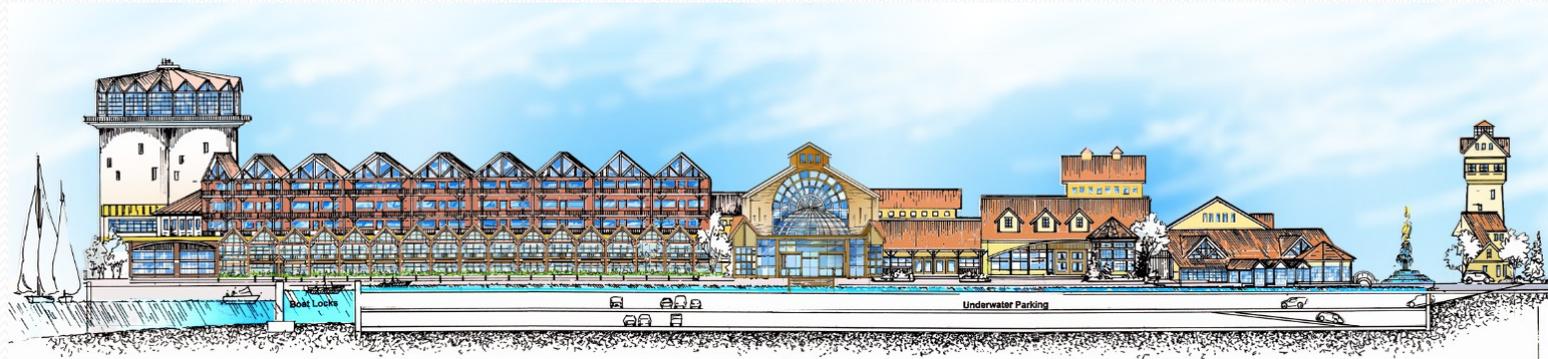
# Public Waterfront Access



# Pier B Site Plan



# Pier B – Elevation Looking West

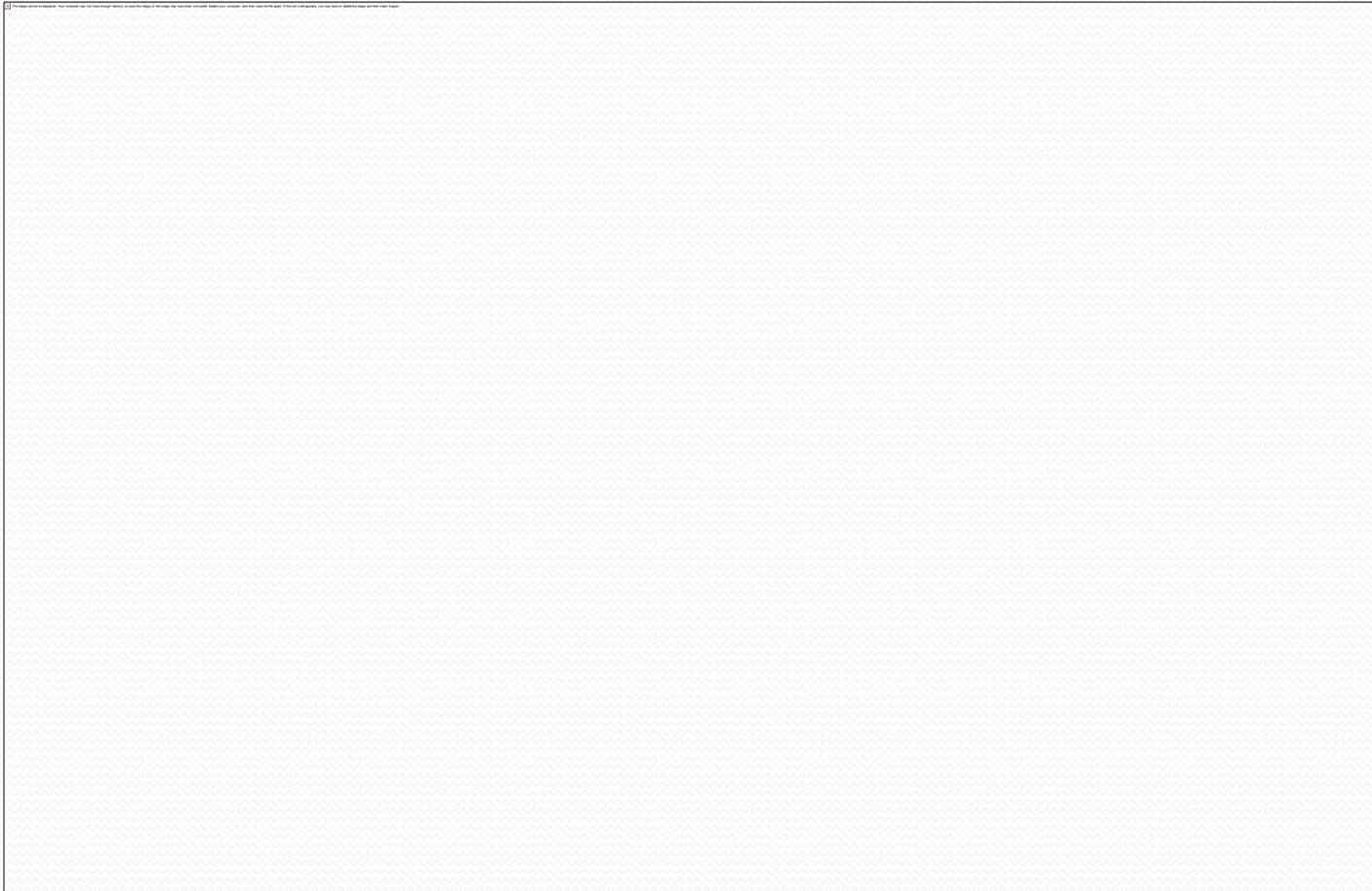


# Viking Ship Heritage

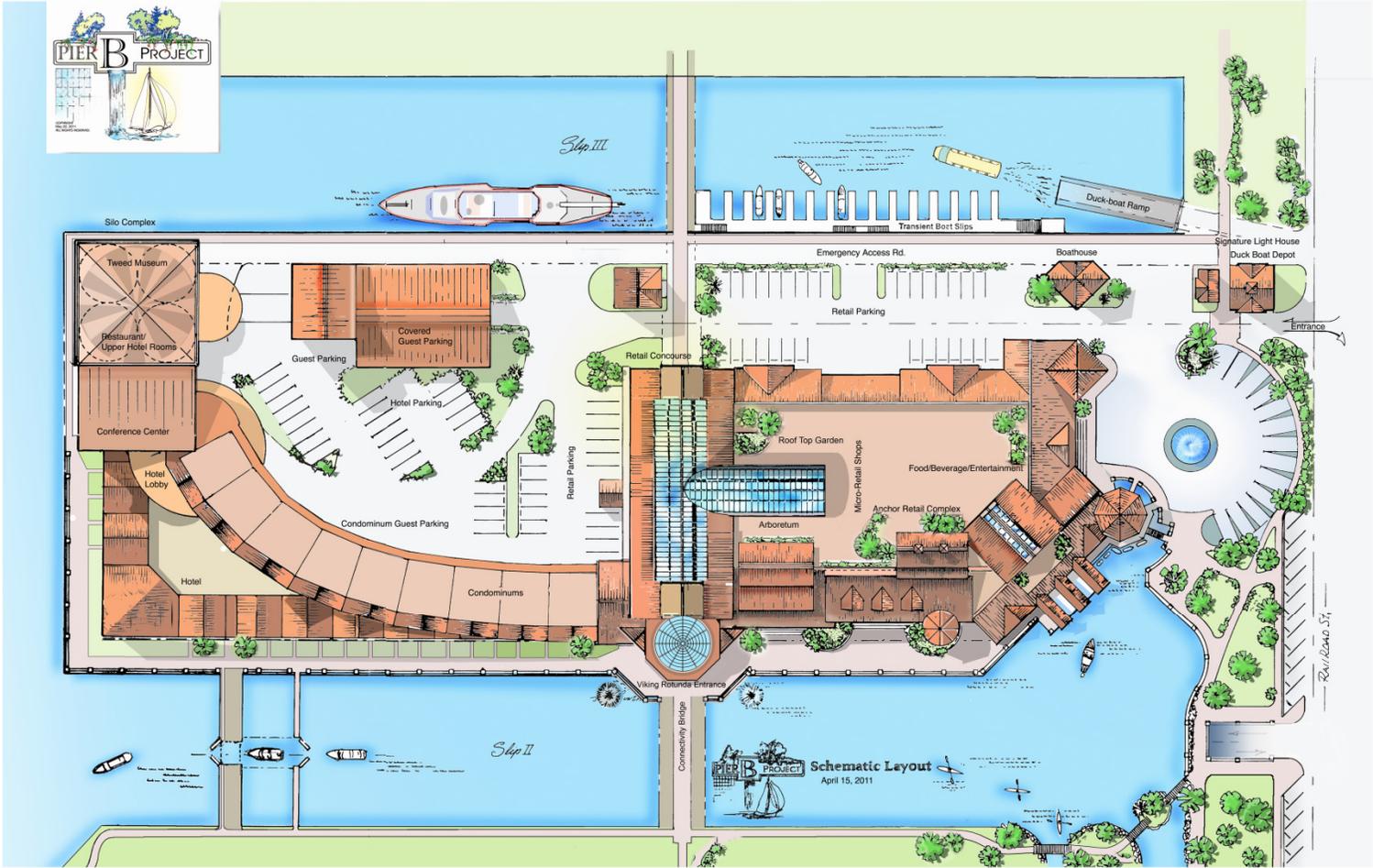




# Retail Corridor



# Pier B Site Plan





# Transient Boat Facility

- DEDA received \$100,000 from a U.S. Fish and Wildlife Grant through the DNR to provide :
  - Design / Pre-engineering
    - AMI Consulting Engineers Design Team
      - SEH, Baird & SJA
  - Feasibility / Business Case
    - JJR



# Design Team Tasks Overview

- Environmental Document Review
- Landscape Architecture
- Basin Evaluation
- Wave Climate Evaluation
- Water Quality
- Architecture
- Engineering
- Sustainable Design & Renewable Energy
- Permits, Codes & Regulatory Review Schedule

# Factors Considered in Design of Transient Boat Facility

- Neighboring Properties (Industrial and Commercial)
- Utilization of Lot D
- Existing Structures and Site Conditions
- Wave Action and Attenuation
- Transient Boater Accessibility
- Commercial Shipping Traffic



# Neighboring Properties

- Buffer Considerations Between Lot D and North American Salt Facility
- Considered Three Options
  - Box Store
  - Large Parking Structure
  - Soil Berm
- Determined a Soil Berm was Most Practical



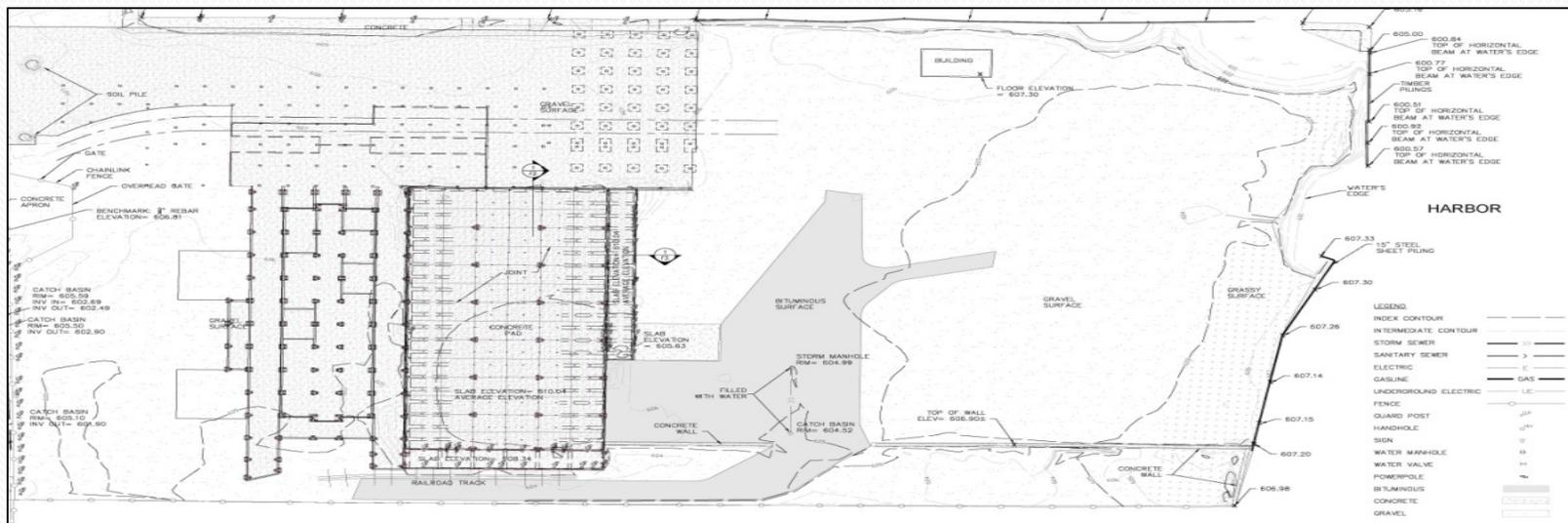
# Neighboring Property- Connectivity

- Allowing for a Footbridge to give Transient Boaters a Connection from Lot D to Pier B to Festival Park and Beyond.....
- Accommodating Public Transit on Lot D to Provide Transient Boaters Access to/ from Surrounding Areas



# Utilization of Existing Structures

- Can Existing Foundations Be Reused for New Buildings and Other Construction
- How Can Existing Dock Walls be incorporated into the Site Development
- How Can Demolition and Disposal Costs be Avoided



# Wave Action & Attenuation

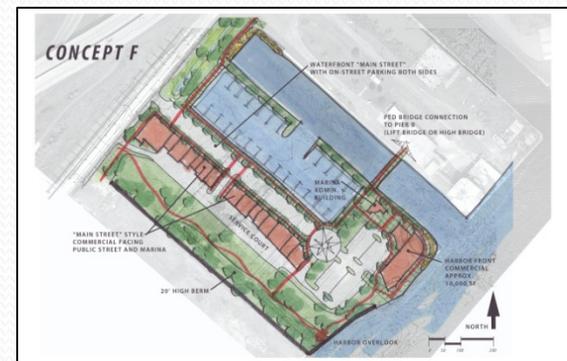
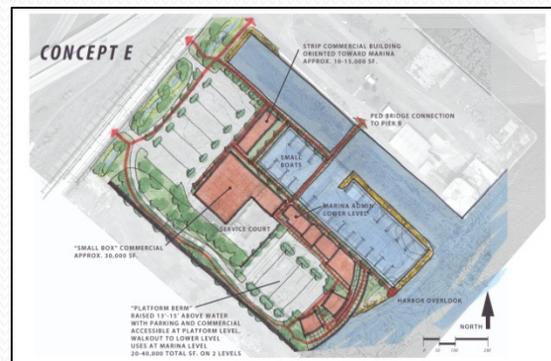
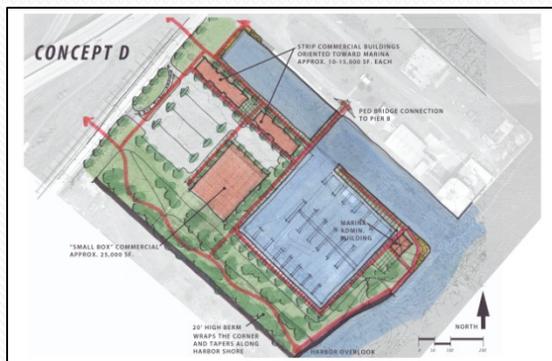
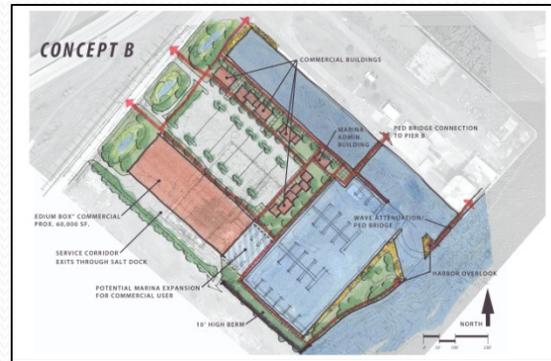
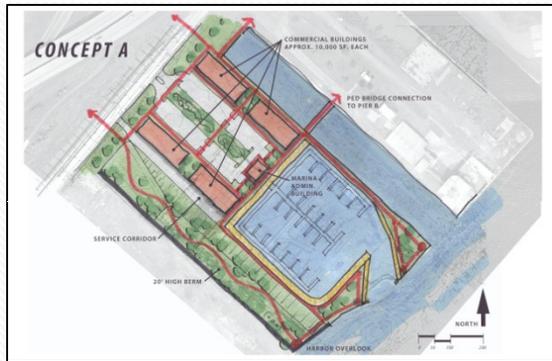
- Waves entering the Marina need to be Minimized
- Many Factors Influence the Location of the Entrance
  - Prevailing Winds
  - Storm Surges
  - Commercial Shipping Routes
  - Public Boat Traffic
- How Should Basin Be Protected
  - Revetments
  - Wave Attenuation Devices



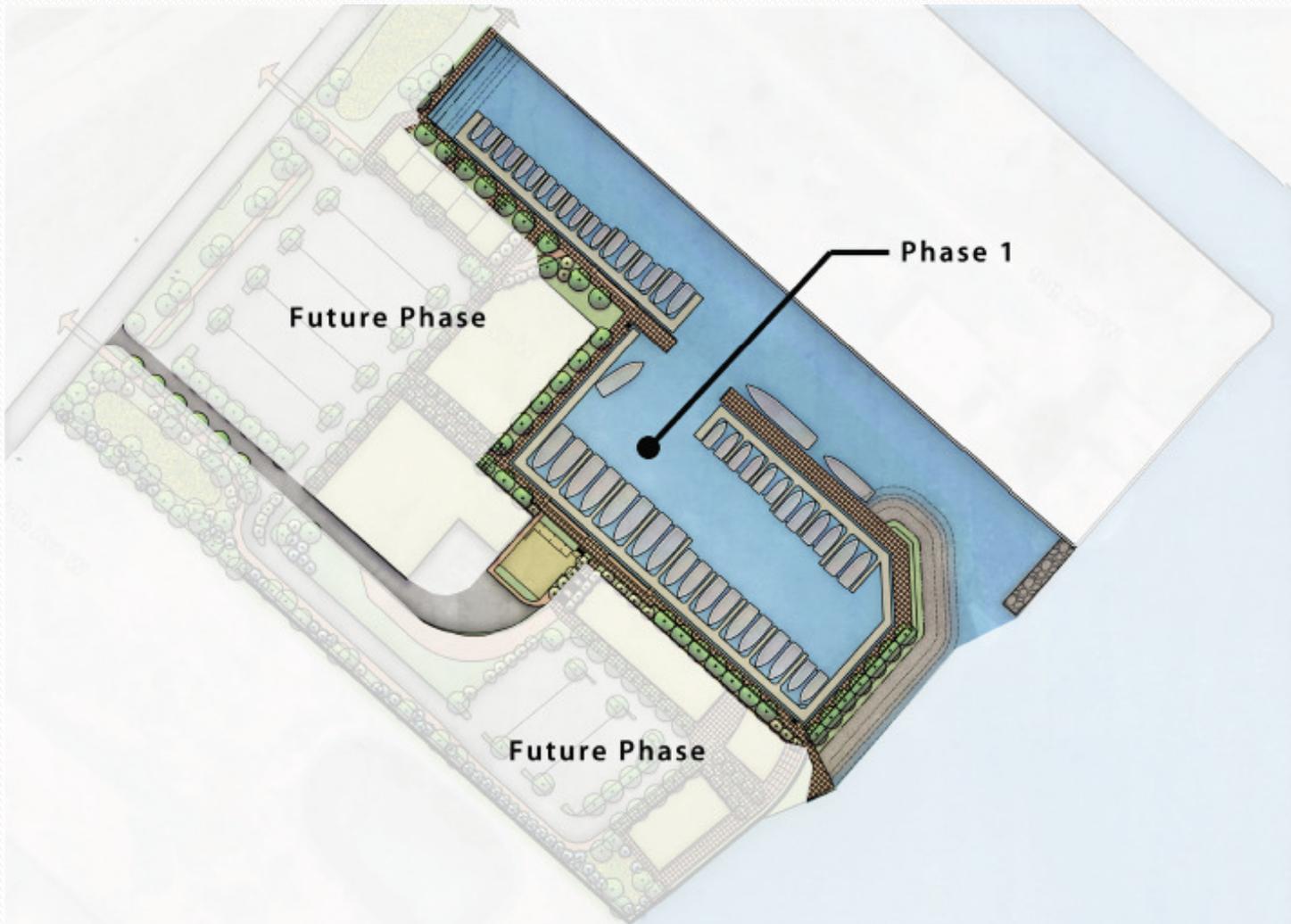
# Wind and Wave Analyses



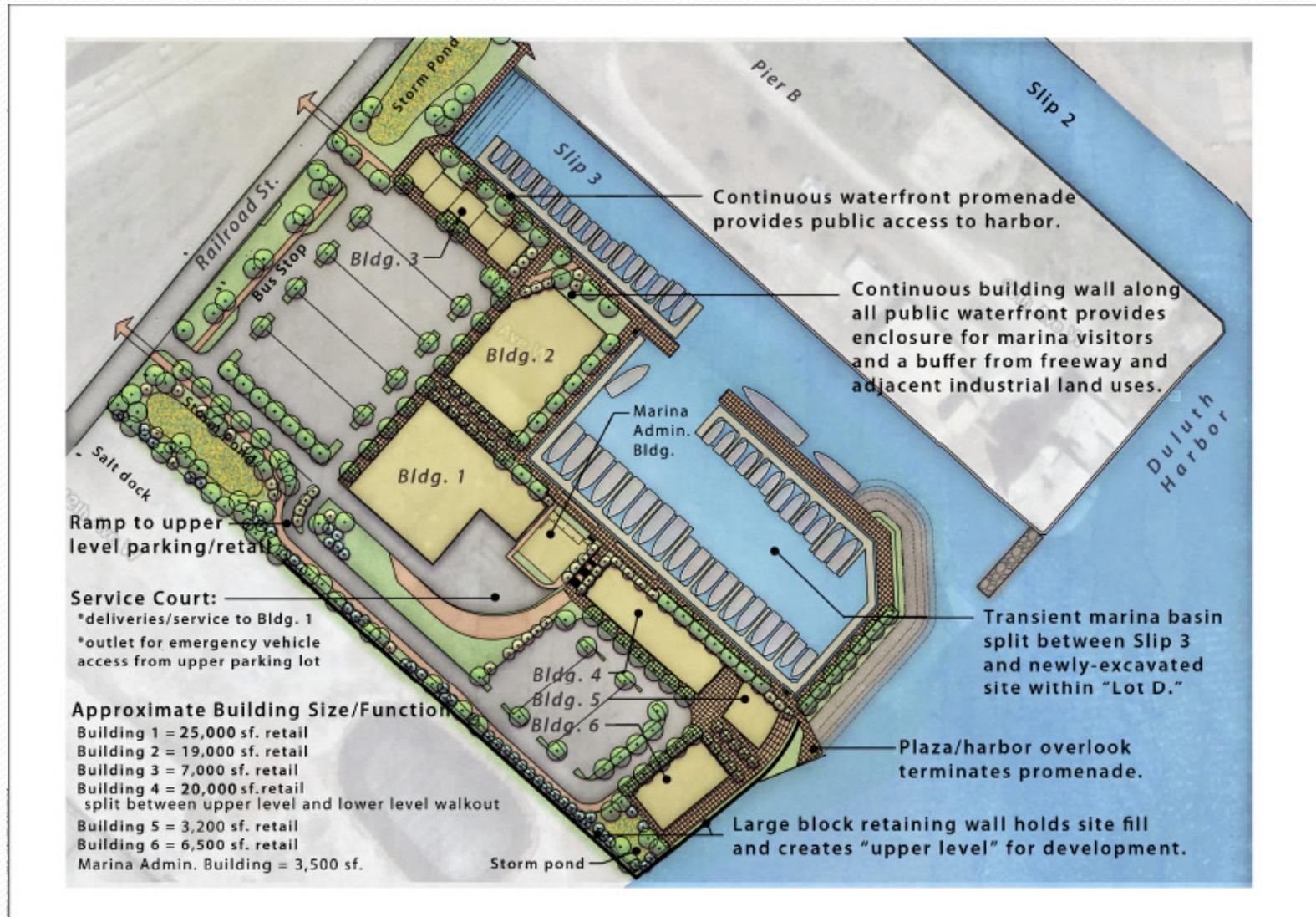
# Lot D / Boat Basin Concept Development



# Final Transient Plan



# Lot D – Final Concept Developed



# Bayfront Master Plan

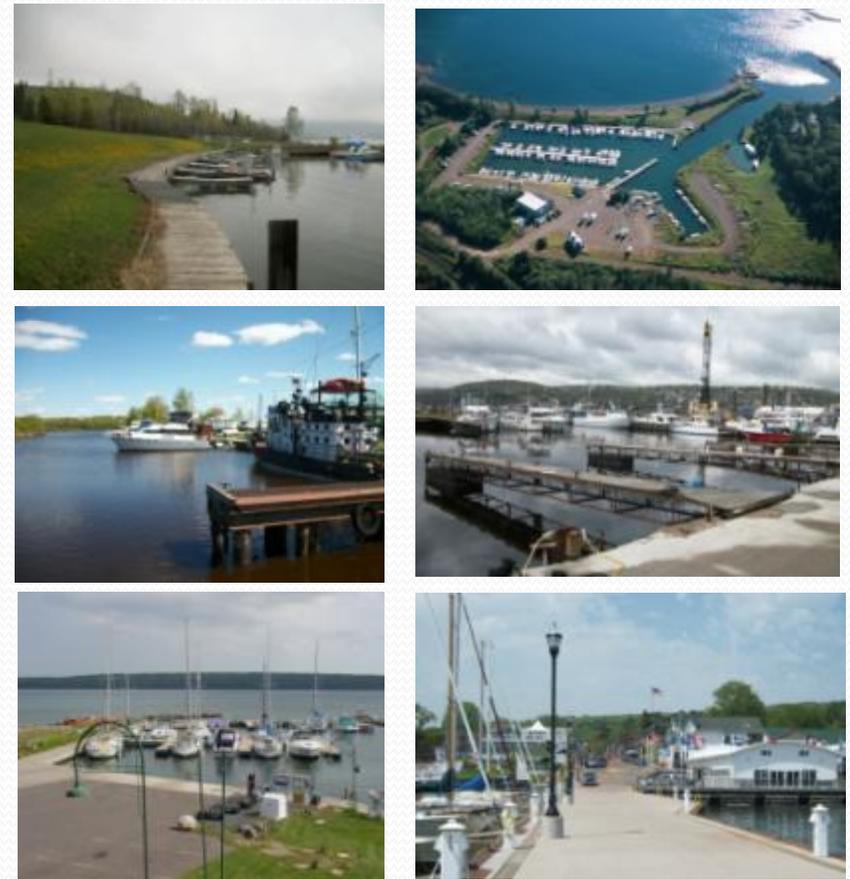




# Defining the Context



Past Studies



Area Marinas

# Acknowledging the Challenges

- Short Boating Season: 100 Days - Memorial to Labor Day
- New Market: Changing Patterns, A New Destination
- Development Costs: Past Uses, Deferred Maintenance
- Current Context: Disconnected, Far Away



# Preferred Facilities & Amenities

**Table 11**  
**Preferred Transient Support Facilities & Amenities**

Category	Facility/Service	Moderately important (percent)	Very important (percent)
<b>At the marina</b>			
	• Adequate security for me and my boat	22%	70%
	• Electrical connection dockside	17%	67%
	• Ability to contact marina staff by radio with questions	23%	60%
	• Private restrooms and showers for marina patrons	25%	59%
	• Ability to make advance reservations for my boat	32%	52%
	• Running water connection dockside	19%	53%
	• Knowledgeable marina operator(s)	41%	34%
<b>Near the marina</b>			
	• Restaurant opportunities near the marina	42%	39%
	• Places to shop for groceries and other items near the marina	40%	37%
	• Shuttle or transport service for shopping, restaurants and entertainment outings	40%	22%

Source: Minnesota DNR



# Trends & Opportunities

- National & State
  - Total Boat Registration Increasing
  - % of Vessels > 26' Long Increasing
- Market Area (Local)
  - Limited Local Competition Catering to Transient Boater (app. <50 Slips)
  - Uniquely Urban Amenities & Activities



# Revenues & Expenses

- Projections & Assumptions
  - 1473 – 1624 Transient Slip Nights (29-32% Occupancy)
  - Few Weekday, More Weekend, Most Holidays
  - Rates – Low Initially, Higher Once Established

# Revenues & Expenses

**Table 15**

**Revenue / Expense Projections (Method 3 - 1624 slip nights)**

Average Boat Length (ft)	44.2				
Daily Rental Rate	\$1.25	\$1.25	\$1.50	\$1.54	\$1.58
Average Days / Season	100				
Number of Slips	50				
Potential Slip Nights (Annual)	5,000				
Potential Slip Revenues (Annual)	\$276,250.00				
<b>Income Projections</b>					
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Occupancy Rate	22%	25%	29%	32%	32%
Inflation Rate	2.8%	2.8%	2.8%	2.8%	2.8%
<b>Total Income</b>	<b>\$60,775.00</b>	<b>\$69,062.50</b>	<b>\$96,135.00</b>	<b>\$108,997.20</b>	<b>\$111,994.62</b>
<b>Expenditures</b>					
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Inflation Rate	2.8%	2.8%	2.8%	2.8%	2.8%
<b>Total Expenditures</b>	<b>\$65,200</b>	<b>\$66,993</b>	<b>\$68,835</b>	<b>\$70,728</b>	<b>\$72,673</b>
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
<b>Net Revenue</b>	<b>(\$4,425.03)</b>	<b>\$2,069.47</b>	<b>\$27,299.67</b>	<b>\$38,268.89</b>	<b>\$39,321.29</b>

# Regional Economic Benefits

**Table 16**

**Economic Impact of Trip Spending by Transient Boaters**

	<u>Sales</u>	<u>Jobs</u>	<u>Labor Income</u>
Direct Effects	\$212,900 - \$234,700	4 - 5	\$82,600 - \$91,000
Secondary (Induced) Effects	\$105,500 - \$116,300	1 - 2	\$33,900 - \$37,400
<b>Total Effects</b>	<b>\$318,400 - \$351,000</b>	<b>5 - 6</b>	<b>\$116,500 - \$128,400</b>

Sources: Recreation Marine Research Center, JJR, LLC.

## Overall Impact Likely Greater

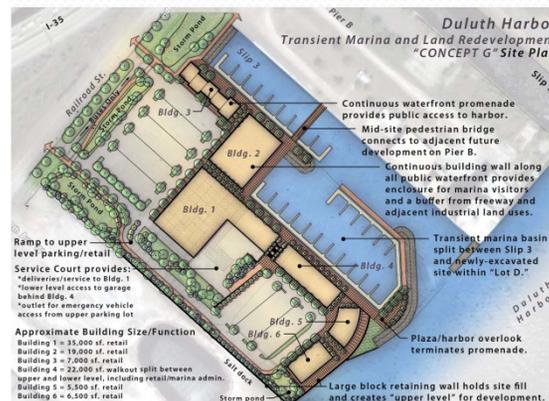
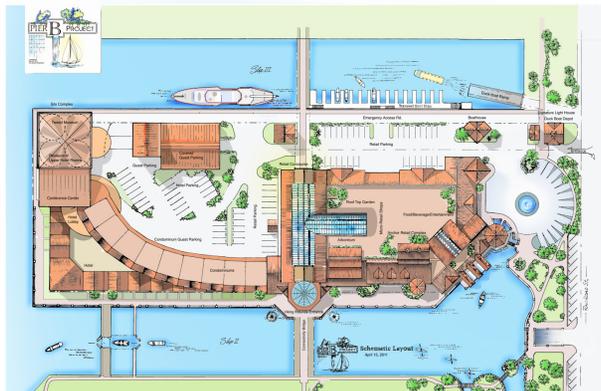
Redevelopment + Boat Facility + Existing Assets

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Greater Attraction

# Keys to Transient Facility Success

- Develop Jointly
- Leverage Funding to Reduce Costs
- Make Connections – To New & Existing
- Partnerships Are A Must – Everyone Stands to Benefit



(“...it takes a village to raise a ...”)



# Next Steps Include:

- DEDA//Pier B Development Agreement
- Define ownership/operating structure with DNR
- Conduct DNR Transient Boater Survey (Fall 2011)
- Convene City inter-department discussions regarding traffic flow management; expansion of utilities; connectivity; parking
- Refine assessment of economic impact
- Continue to engage SHPO staff
- Develop a comprehensive, fully-leveraged funding plan with project time line