



Regular Meeting of the Planning Commission

Wednesday, November 9, 2016

7 pm Regular Meeting

1307 Cloquet Ave, Cloquet, MN 55720

AGENDA

1. Call to Order
2. Roll Call
3. Additions/Changes to the Agenda
4. Minutes from the October 11, 2016 Planning Commission meeting
- _____
5. Downtown Cloquet: Challenges and Opportunities along Cloquet Avenue & the Historic West End
- _____
6. Commissioner's Questions/Comments
7. Adjourn

NEXT MEETING:

December 13th @ 7 pm



Regular Meeting of the Planning Commission

Tuesday October 11, 2016

7:00 p.m.

1307 Cloquet Ave, Cloquet, MN 55720

CALL TO ORDER

Chairperson Wilkinson called the meeting to order at 7:00 p.m.

ROLL CALL

Attending: Planning Commission members: Chuck Buscher, Michael Haubner, Bryan Bosto, Kelly Johnson, John Sanders and Uriah Wilkinson; City: Al Cottingham.

Absent: Commission members: Jesse Berglund.

Others Present: Tim Grahek, Cindy Haglin and Robert Atkins.

ADDITIONS/CHANGES TO THE AGENDA

None.

AGENDA ITEMS

September 13, 2016 Meeting Minutes

Chairperson Wilkinson asked for any corrections or additions.

Motion: Commissioner Johnson made a motion to approve the Planning Commission meeting minutes from September 13, 2016, Commissioner Sanders seconded. (Motion was approved 6-0).

Zoning Case 16-15:Annual Gravel Pit Renewals

Chairperson Wilkinson announced Zoning Case 16-15, Annual Gravel Pit Renewals. He asked Mr. Cottingham to provide an overview of the topic. Mr. Cottingham noted that this is not a public hearing. He noted this is the annual approval of the excavation permit for the four gravel pits that currently are in operation within the city. He noted the location of the four pits, the inspections that were conducted by staff and that they had found everything to be in order.

Commissioner Sanders inquired as to the slopes at the KGM pit and if they were Ok.

Mr. Cottingham noted the slopes were Ok and that vegetation was growing on the slopes.



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Motion: Commissioner Johnson made a motion to adopt Resolution No. 16-15, A Resolution Recommending the City council of Cloquet Approve the Annual Excavation Permits for 2017, Commissioner Buscher seconded. (Motion was approved 6-0)

Mr. Cottingham noted this item would be forwarded to the City Council for their October 18, 2016 meeting.

Zoning Case 16-18: Conditional Use Permit, Friends of Animals

Chairperson Wilkinson reviewed the public hearing procedures and format and opened the public hearing for Zoning Case 16-18, Conditional Use Permit for Friends of Animals. He asked Mr. Cottingham to provide an overview of the topic. Mr. Cottingham noted that this is a public hearing with a legal notice published in the Pine Journal on September 29, 2016 and property owners within 350 feet were sent notice of the meeting. Friends of Animals is proposing a conditional use permit to allow a humane society in the Light Industry District. The property is located at 1001 Avenue B. He also noted that staff had determined that this use was similar to other conditional uses in the Light Industry District based on what was recently amended in the Office/Manufacturing District.

Chairman Wilkinson asked if anyone would like to speak on this item.

Ms. Cindy Haglin, Director, Friends of Animals noted this is a shelter/impound for animals. It allows them space that they need to operate a safe facility and this building more than doubles their space. They appreciated the concerns about the noise from the train and its impacts on the animals. She tested the noise on the existing facility with the dogs barking and it was about 110 dB. She also tested the inside of the new facility when a train was going by sounding its whistle and it was about 90 dB, while outside without the whistle it was about 95 dB.

Commissioner Johnson inquired as to how often the dogs would be outside.

Ms. Haglin noted they are typically outside four times while the facilities are being cleaned. They would like to figure out the operating times of the trains so they can be out when the trains are not coming by.

Commissioner Sanders inquired as to where they would be walking the dogs and about the outside kennels.

Ms. Haglin noted they might walk them at Veterans Park or on the north side of the railroad tracts. She didn't know the area really good so they would be looking into different areas.



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Mr. Robert Atkins stated there were approximately 10 kennels that would be moved to the site. They were trying to acquire additional property to the east of the parking lot that is owned by the railroad. If the purchase that property they would look to locate them there and install some screening from the property to the east if not then they would be on the west side of their parking area.

Chairman Wilkinson asked if anyone else wished to speak and since nobody wished to he closed the public hearing.

The Commission discussed the site and the proposed facility and whether it met the conditional use criteria.

Motion: Commissioner Johnson made a motion to adopt Resolution No. 16-18, A Resolution Recommending the City Council Approve the Conditional Use Permit for Friends of Animals for a Humane Society in the Light Industry District. Commissioner Bosto seconded. (Motion was approved 6-0).

Mr. Cottingham noted this item would be forwarded to the City Council for their October 18, 2016 meeting.

November Meeting Date

Mr. Cottingham noted that the November meeting falls on election day and we could not meet until after the election. He is suggesting that the meeting be moved to Wednesday, November 9th. The consensus of the Commission was that was Ok. Commissioner Bosto noted he would be out of town that week so he would not be in attendance.

Commissioner's Questions/Comment

Mr. Cottingham noted that Kwik Trip would be opening around October 20th with a ribbon cutting on the 27th. Also Med Express would be remodeling the south end of the Lumber Jack Mall for a new medical clinic. They are working on changing the grades of the parking lot between the mall and Armory Road to help with handicap access to the building.

Next Meeting

November 9, 2016

Meeting adjourned 7:35 p.m.

Respectfully submitted,

Al Cottingham, City Planner/Zoning Administrator



Community Development Department
1307 Cloquet Avenue • Cloquet MN 55720
Phone: 218-879-2507 • Fax: 218-879-6555

To: City of Cloquet Planning Commission (PC)
From: Holly Butcher, Community Development Director
Date: November 1, 2016

ITEM DESCRIPTION: Downtown Cloquet: Challenges and Opportunities along Cloquet Avenue & Historic West End - PC Input

Background/Overview

The east and west sides of Highway 33 in Downtown Cloquet are home to two separate business districts which are divided by the highway, the Cloquet Avenue Business District and the West End Business District centered along Avenue C. Historically, Highway 33 did not exist when these districts evolved and then roughly 20 years ago MnDOT raised Highway 33 bridge over the St. Louis River physically separating the West End Business District from Highway 33 which formerly had at-grade traffic patterns through the West End Business District. Today, we have the current physical and economic climate in each district, issues which are distinctly separate.

The City has been involved in a few past Downtown Planning Efforts which include:

- The 1998 HKGI prepared Sketch Plan for Cloquet which identified detailed strategies to improve business districts in Cloquet.
- The 1994 Cloquet Avenue Improvement Study which then led to the reconstruction of Cloquet Avenue which was turned back to the City from MnDOT at that time.



Last fall and through the spring of 2016 staff held downtown business district meetings with business owners along Cloquet Avenue and in the West End to discuss and identify challenges and opportunities within these Business Districts. The attached powerpoint was given to the business audience in April and then staff from the Minnesota Mainstreet Program gave a presentation. Business owners were then broken into groups for either Cloquet Avenue or the West End to discuss key issues. There had also been prior business district meetings to generate



information on strengths and challenges in the districts. In terms of considering business feedback and considering any additional actions or forwarding recommendations to Council, **the PC should weigh in on their own terms on ways that the City could positively affect change to better the downtown economic climate, come prepared to share your ideas.** In the highest level of summary the key issues of concern from the businesses/property owners are as follows:

HISTORIC WEST END BUSINESS DISTRICT

ASSETS:

- Historic buildings, strong residential population above storefronts, evolving destination district, proximity to the riverfront.

CONCERN:

- **Lacking Visibility of the business district from Highway 33. High number of storefront vacancies and building conversions into blighted uses. Not an economically vibrant district.**

OPPORTUNITY:

- Open up the visibility of this district so that it is a destination district.

CLOQUET AVENUE BUSINESS DISTRICT

ASSETS:

- Good location, easy to find, good parking.

CONCERN:

- **Good location, easy parking but Cloquet Avenue is wide and traffic travels fast therefore it is difficult for pedestrians to cross.**

OPPORTUNITY:

- To discuss design concepts to streetscape and improve the pedestrian climate cross-ability of Cloquet Avenue to connect neighbors and businesses on the south to Cloquet's businesses, parks and riverfront areas on the north side of the road.

FORMULATING A DOWNTOWN STRATEGY & STIMULATING ACTION

The PC is now asked to weigh in on their thoughts about the strengths and weaknesses of Cloquet's Downtown Business Districts at the October meeting. Staff conducted an input session with the EDA in October and will discuss input from the City Council on November 15th. After these are done staff would propose a community meeting to identify project concepts to improve the Downtown Districts.

Policy Objectives

Downtown Revitalization is a key goal in the EDA's 2016 Goals.



Community Development Department
1307 Cloquet Avenue • Cloquet MN 55720
Phone: 218-879-2507 • Fax: 218-879-6555

Financial/Budget/Grant Considerations

None at this time.

Supporting Documentation Attached

- 2016 Downtown Meeting Summary (City)
- 2016 MN Mainstreet Program Presentation
- 2016 EDA Goals
- 2007 Cloquet Comprehensive Plan discussion on City Center
- 1998 Cloquet Sketch Plan summary on Cloquet Avenue, West End, and Special Service Districts

CLOQUET DOWNTOWN BUSINESS DISTRICT MEETINGS



EMILY NORTHEY, MINNESOTA MAINSTREET PROGRAM

APRIL 14, 2016



HOLLY BUTCHER, CITY OF CLOQUET

BACKGROUND

- GOAL OF THE CLOQUET ECONOMIC DEVELOPMENT AUTHORITY (EDA) TO HOLD MEETINGS THIS YEAR IN DOWNTOWN DISTRICTS TO:
 1. UNDERSTAND THE STRENGTHS AND WEAKNESS IN DOWNTOWN;
AND
 2. IDENTIFY PROPERTIES / AREAS IN NEED OF REVITALIZATION; AND
 3. DEVISE A STRATEGY FOR DOWNTOWN REVITALIZATION

PURPOSE OF MEETING

- SHARE YOUR EXPERIENCES OPERATING AND CONDUCTING BUSINESS IN DOWNTOWN CLOQUET WITH THE CITY
- CREATE AWARENESS OF THOSE EXPERIENCES AND AREAS OF CONCERN FOR THE CLOQUET ECONOMIC DEVELOPMENT AUTHORITY AND CITY COUNCIL MOVING FORWARD

DOWNTOWN PROCESS

- FIRST MEETINGS (PROPERTY OWNERS & BUSINESSES) – NOVEMBER / DECEMBER
 - DOWNTOWNS ASSETS?
 - MOST IMPORTANT STRENGTH'S TO BUILD ON FOR THE FUTURE OF DOWNTOWN?
 - MOST PRESSING CHALLENGES TO WORK ON AS WE PLAN FOR THE REVITALIZATION OF DOWNTOWN?

DOWNTOWN PROCESS

- **SECOND MEETING – TODAY**

1. MN MAINSTREET PROGRAM – EMILY NORTHEY
2. DOWNTOWN STRENGTHS / CHALLENGES – HOLLY BUTCHER
3. BREAK INTO SMALL GROUPS
 - IDENTIFY PROPERTIES / AREAS IN NEED OF REVITALIZATION; AND
 - DISCUSS PRIORITY PROJECT CONCEPTS
4. LARGE GROUP CHECK-IN

- **THIRD MEETING SERIES**

1. FROM INPUT - DEVELOP DOWNTOWN STRATEGY
 - CLOQUET EDA, CITY COUNCIL

CLOQUET AVENUE BUSINESS DISTRICT: WESTERLY

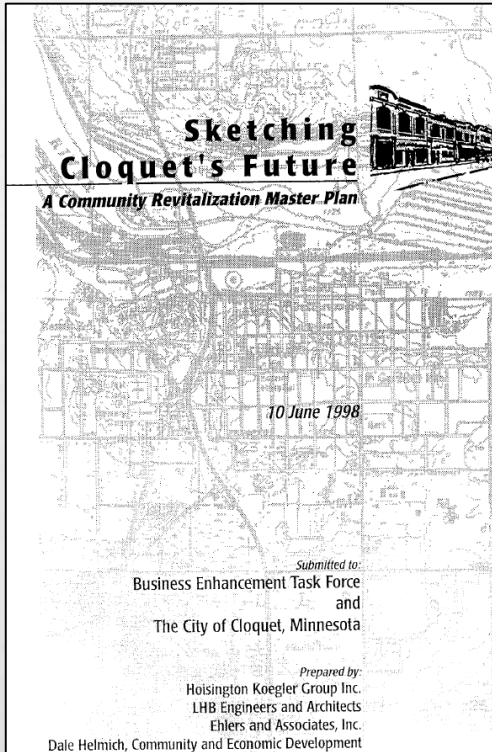


CLOQUET AVENUE BUSINESS DISTRICT: EASTERLY



CLOQUET AVENUE: CHALLENGES

- (9 VOTES) LIQUOR LICENSING OVER REGULATED / MARKET THE BUSINESSES THAT ARE HERE
- (4 VOTES) TAXES AND BUSINESS COSTS ARE TOO HIGH
- (2 VOTES) EVOLVE CLOQUET AVENUE AS A PROFESSIONAL EMPLOYMENT DISTRICT
- (2 VOTES) LACK OF WAYFINDING / SIGNAGE / LACK OF BEAUTIFICATION / AESTHETICS OF DOWNTOWN DISTRICTS
- (2 VOTE) UNDERUTILIZED PARKS & REDEVELOPMENT OF UNDERUTILIZED AND BLIGHTED PROPERTIES WITHIN THE CLOQUET AVENUE DISTRICT ALONG SIDE STREETS BETWEEN AVENUE B AND AVENUE F--- NEED TO RAISE THE BAR ON QUALITY HOUSING OPTIONS AND IMPROVE CLIENTELE RESIDING WITHIN THE DISTRICT TO BETTER SUPPORT BUSINESSES
- (1 VOTE) NEED MORE DOWNTOWN UNIQUE RETAIL BUSINESSES
- (1 VOTE) CLOQUET AVENUE IS NOT AN APPROPRIATE TRUCK ROUTE LOCATION (INDUSTRY AVENUE / AVENUE B INSTEAD, DULUTH DOESN'T HAVE SEMIS COMING DOWN SUPERIOR STREET).



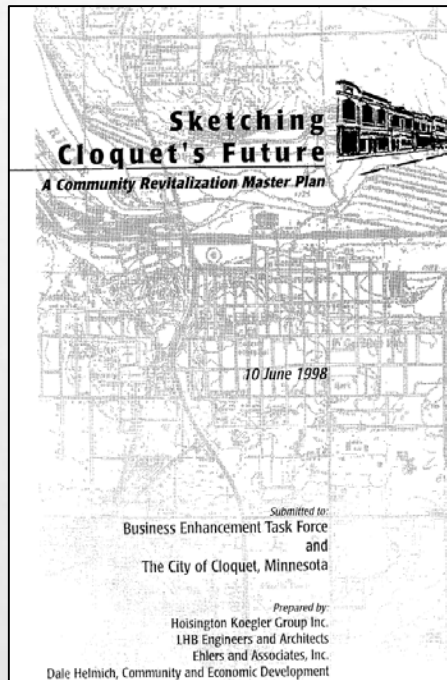
Cloquet Avenue

The Cloquet Avenue district is basically a long street, with no real depth beyond one-half block north or south, and no real levels of activity as a result of the lack of concentration of development. The master plan recognizes the lack of people as a concern, and restructures the district to bring more people to Cloquet Avenue on a daily basis. While a strong sense of built character is not evident along Cloquet Avenue, some elements speak to the notion of this area being a "downtown." Through renovation, redevelopment and new uses, life can be brought to Cloquet Avenue.

Cloquet Avenue, as a "downtown" type of district, will have a mixed-use character — that is, uses here might include commercial, office and residential uses, mixed horizontally and vertically. This pattern works well for properties that abut Cloquet Avenue, but reinforcement of that pattern will not guarantee a greater sense of life for the district.

Light Industrial Redevelopment

Avenue 'B' is one block north of Cloquet Avenue, and it is generally industrial in character. The land between Cloquet Avenue includes single family residential and other less discernible uses. To most effectively utilize the limited available land in the district, the master plan illustrates light industrial uses immediately north of the buildings on the north side of Cloquet Avenue. Light industrial space is needed in Cloquet (given that the existing industrial park is at capacity), and having underutilized or undervalued land in proximity to an area where change is needed could be a strong catalyst for change. These uses could be developed in character with Cloquet Avenue, while providing a population that might utilize existing Cloquet Avenue businesses or spur the creation of new ones. In addition, it enhances a large area of the district that detracts from the district as a whole. Light industrial uses might also be extended to the north side of Avenue 'B' resulting in improved aesthetics for that part of the district.



- ENHANCE UNDERUTILIZED AREAS AS REDEVELOPMENT OPPORTUNITIES MIXED USE (PEOPLE & SHOPS)
- CONNECTION TO VETS PARK / RIVERFRONT FROM NEIGHBORHOODS SOUTH OF CLOQUET AVENUE AND BUSINESS DISTRICT
- CLOQUET AVENUE - WIDTH PROBLEMATIC PEDESTRIANS
- AVENUE B – FUTURE CHARACTER MORE IN LINE WITH DOWNTOWN

The Cloquet Avenue district, a link between Highway 33 and Interstate 35, is as well-connected as any district in Cloquet. It suffers from the lack of activity more than a lack of good transportation routes, but the introduction of new uses will bring a greater intensity of activity. As properties along Avenue 'B' redevelop, however, they will need to be more directly integrated with Cloquet Avenue. Streetscape improvements on 8th Street, 10 Street and 12th Street (the front door streets for new light industrial uses) will form that connection without major changes to existing circulation patterns.

Avenue 'B' will remain an important traffic corridor for trucks serving existing and new industry. Between 8th Street and 14th Street, several existing businesses create significant conflicts with heavy commercial traffic (Wood Service, Viking Lumber, Carlton County Office Building, Cars Towing). These conflicts will worsen, particularly as Potlatch nears completion of its pulpmill expansion. Future developments along Avenue 'B' must avoid similar traffic conflicts and solutions should be investigated to eliminate existing conflicts. As traffic improvements are implemented, it will also be important to instill a character for Avenue 'B' that is more in keeping with a "downtown" environment.

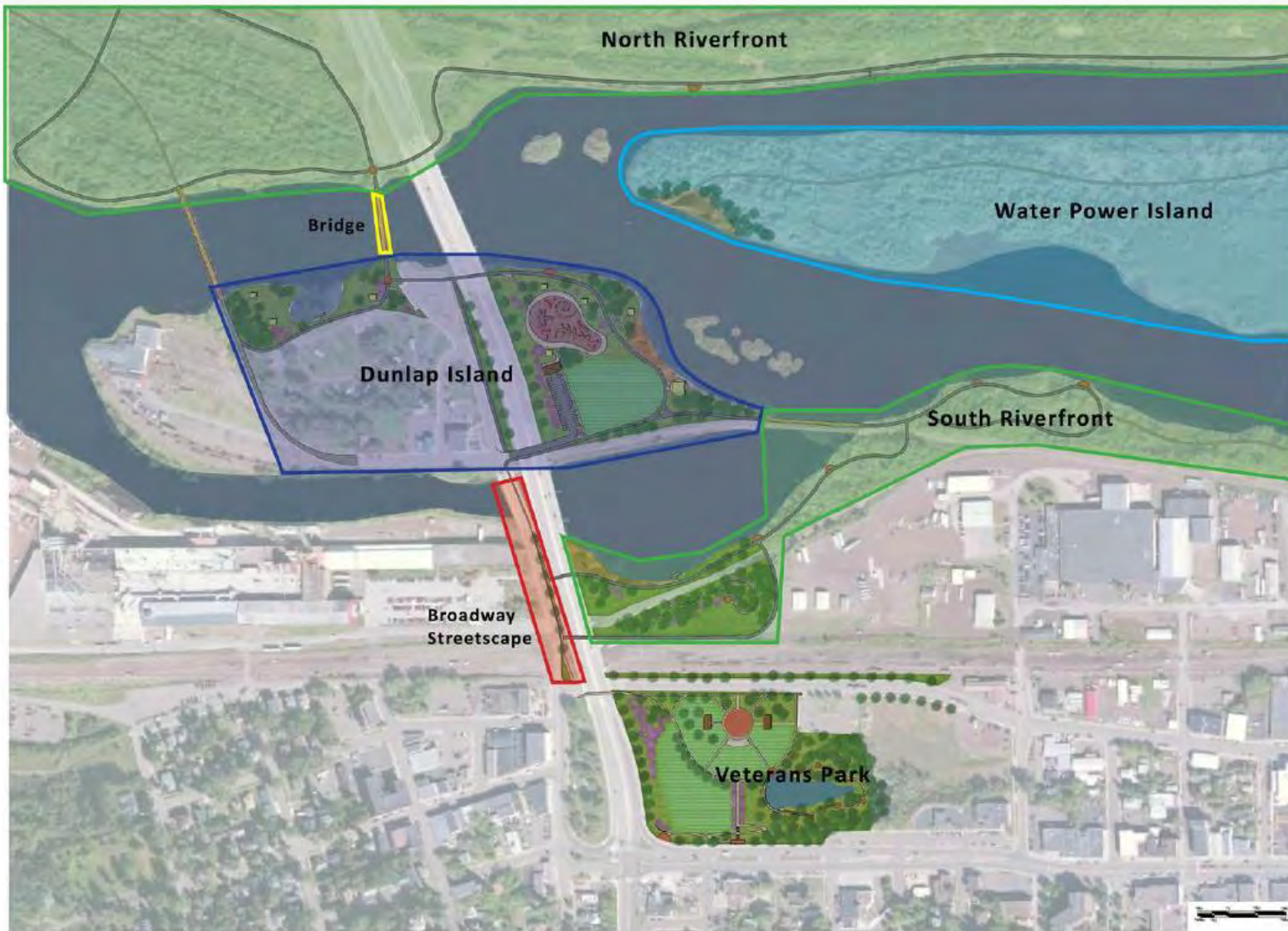
Cloquet Avenue was recently reconstructed, but its width is an impediment to pedestrian activity. Consideration, in the long term, should be given to the introduction of planted median for portions of its length, enhancing aesthetics of the district as well as providing a "refuge" for pedestrians crossing the street.

SUPERIOR - TOWER AVENUE PROJECT



WEST END BUSINESS DISTRICT






Cloquet Riverfront Project Areas
April 2, 2015

WEST END: CHALLENGES

- (12 VOTES) **LACKING VISIBILITY OF THE BUSINESS DISTRICT** (DECENT COMING SOUTH, POOR HEADING NORTH WHICH IS THE PREDOMINANT TRAFFIC VOLUME---AS SUCH YOU MISS IT). AS A RESULT THERE ARE MANY **VACANT STOREFRONTS, BUILDINGS, BUILDING CONVERSIONS INTO BLIGHTED USES**---ALL SYMPTOMS OF LACKING DISTRICT VISIBILITY / IDENTIFICATION / WAYFINDING NOT WELCOMING, NOT AESTHETICALLY NICE (PLANTERS, LIGHTING, BUILDINGS THAT FACE HWY 33 HIDE THE DISTRICT AND PRESENT BLIGHT) VACANT STOREFRONTS / BLIGHT / MANY UNOCCUPIED BUILDINGS BEING USED AS STORAGE, MANY BUILDINGS FOR SALE WITH NO BUYERS---DISTRICT COMPLETELY HIDDEN WENTWORTH PARK IS AN EYESORE. WAYFINDING / SIGNAGE / LACKS VISIBILITY OF THE DISTRICT AND ITS DESTINATIONS FROM HWY 33 AND WITHIN THE DISTRICT (NO PUBLIC PARKING LOT DIRECTIONAL INFO FOR VFW OR WENTWORTH LOTS). HAVE A MAP ONLINE OF BUSINESSES OR A LIST OF BUSINESSES. HISTORIC WEST END BUILDING INFORMATION, OLD WALKING MAP UPGRADED REVIVED.
- (3 VOTES) **NO STRONG BUSINESS COMMUNICATION NETWORK OF ORGANIZED BUSINESSES WITHIN DOWNTOWN** (NON-PUBLIC FB PAGE IDEA TO ALLOW COMMUNICATION)
- (2 VOTES) **LOCAL PROPERTY TAXES TOO HIGH**
- (2 VOTES) **BROADWAY LACKS STREETSCAPING AMENITIES AND CONNECTIVITY TO RIVERFRONT, HAS CONFLICTING SEMI / CUT THROUGH TRAFFIC**
- (1 VOTE) **NEED TO CREATE A TOURISM HISTORIC/CULTURAL/PARK CENTER IN THE WEST END**---NICE SYNERGY/DESTINATION DISTRICT
- (1 VOTE) **ENFORCE DESIGN STANDARDS** – SOME BUILDINGS (TANNING STUDIO) HAVE BEEN GARISH
- (1 VOTE) **FURTHER BUILD ON LOFT APARTMENT HOUSING BASE WITHIN THE DISTRICT**—CONSIDER GROWTH INTO STUDIO ARTIST APARTMENT MODEL LIKE WASHINGTON SCHOOL IN DULUTH ON LAKE AVENUE----E.G. MASONIC TEMPLE BUILDING FIT.

**Sketching
Cloquet's Future**
A Community Revitalization Master Plan



10 June 1998

Submitted to:
Business Enhancement Task Force
and
The City of Cloquet, Minnesota

Prepared by:
Hoisington Koegler Group Inc.
LHB Engineers and Architects
Ehlers and Associates, Inc.
Dale Helmich, Community and Economic Development



West End

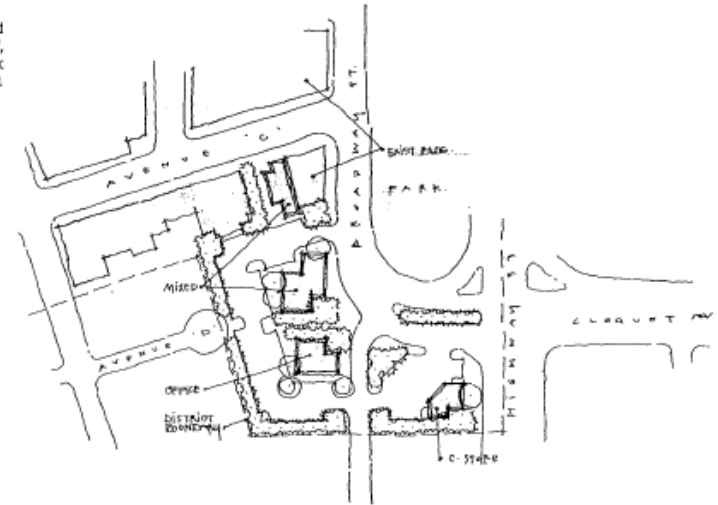
As much as this plan advocates for the introduction of character elements into Cloquet's business districts, it is the West End where real character already exists. The patterns of development have the look and feel of a traditional downtown — true business district. Historic buildings, a discernible "urban" pattern, and local enterprises all come together in the West End. The master plan naturally accepts these features as positive elements, and looks to ways of enhancing activity levels to maintain the district's vitality. Some elements will change, but the change focuses on the replacement of elements that should be there, rather than bringing in many new elements.

Avenue 'D' and Broadway Street

The West End's major disadvantage is that it is not well connected to traffic patterns of the community. The streets exist, but the aesthetics of the entry to the district diminish its qualities and do not present an invitation to move off Highway 33 or to continue along Cloquet Avenue into the district. Enhancement of the intersection of Avenue 'D' and Broadway Street have been initiated for the public portions, but do not really go far enough.

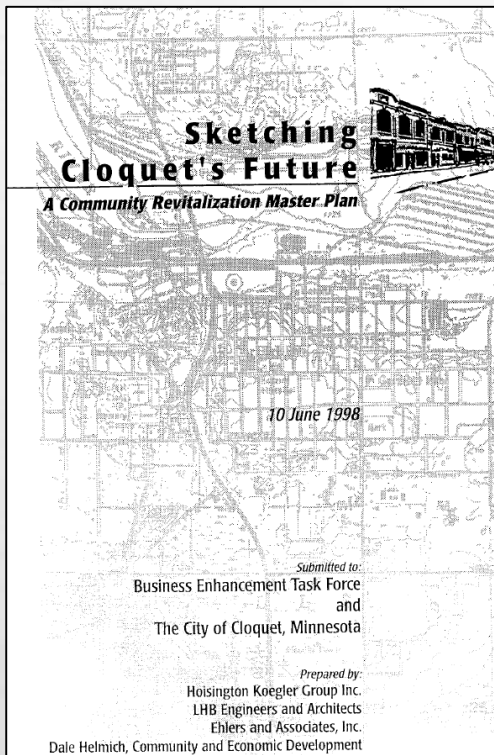
Avenue 'D' forms one leg of an awkward intersection as one enters the West End from the east. It serves as a connection to the neighborhood to the west, but it carries relatively low volumes of traffic. Vacation of a portion of this street and subsequent development of the site (if combined with some of the property on each side of the former street, could provide a great focal point and terminus to Cloquet Avenue, and it would begin to screen the back sides of Avenue 'C' development (which is the most distracting part of the West End entry sequence). A building placed on this site must be seen as something special: to create a parking lot on the old right-of-way would waste a tremendous opportunity. Under the plan, not all of the street is vacated; from the west, the street could terminate in a parking lot or a cul-de-sac.

Reconfiguration of the entry to the West End will focus attention toward Avenue 'C', and provide opportunities for aesthetic enhancement and redevelopment.



Redevelopment of a part of Avenue 'D' is not the only action needed to enhance the entry to the West End. The necessary improvements to the backs and sides





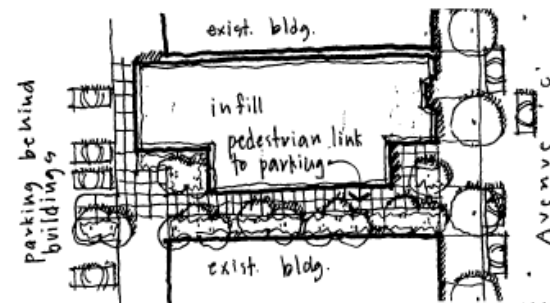
of buildings surrounding this intersection, as well as the expedited renovation of the Chief Theater, are encouraged by this plan.

Patterns of land use in the West End are typical of a traditional downtown. Of all the business districts in Cloquet, this is where activities should be most mixed; therefore, any number of uses might be a part of the street experience. No change to this pattern is needed, but the encouragement of upper level residential uses will add vibrancy to the district. The introduction of galleries, small specialty shops and eating establishments will also bring life to the district at times when normal professional and business services (a mainstay of the district) are not at their peak.

Mix of Uses

Since Avenue 'C' is so well defined by buildings in the West End, the lack of a building anywhere along its length in the district detracts significantly from the district as a whole. At the east end of the district, a white metal panel separates the street from an "empty" lot. This site should be redeveloped with a building that fits the character of the West End, but the opportunities presented by the gap that exists must not be overlooked. Parking developed at the rear of the buildings in this area could be accessed by a walkway alongside the new infill development.

Infill



Buildings in the West End should be continuous and immediately behind the sidewalk. Gaps might occur where pedestrian connections are made between sidewalks and parking areas behind buildings.

To initiate the plan for the West End, business and property owners should be encouraged to invest in this stock of buildings, upgrading building infrastructure and the facades. Rather than redevelopment, the creation of infill and renovation projects is more appropriate — matching the urban pattern and character of the district instead of attempting to replicate the contemporary development patterns found along the highway.

The West End, according to this plan, will include the following patterns:

Pattern Summary

- Use: small/specialty retail; personal and business services; galleries, crafts and decorative arts; home furnishings and decorating; eating establishments; lodging; office; upper level residential
- Market: primary and secondary
- Buildings: historical restoration and preservation encouraged; two story required
- Orientation: primary building axis perpendicular to street

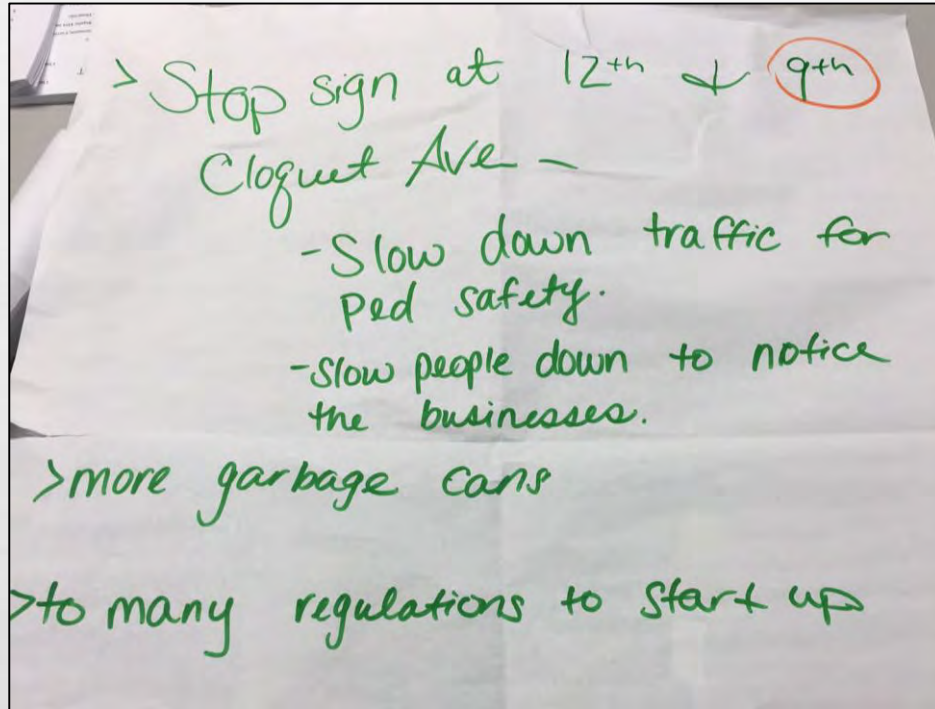
SMALL GROUP WORK

GROUP 1: WEST END

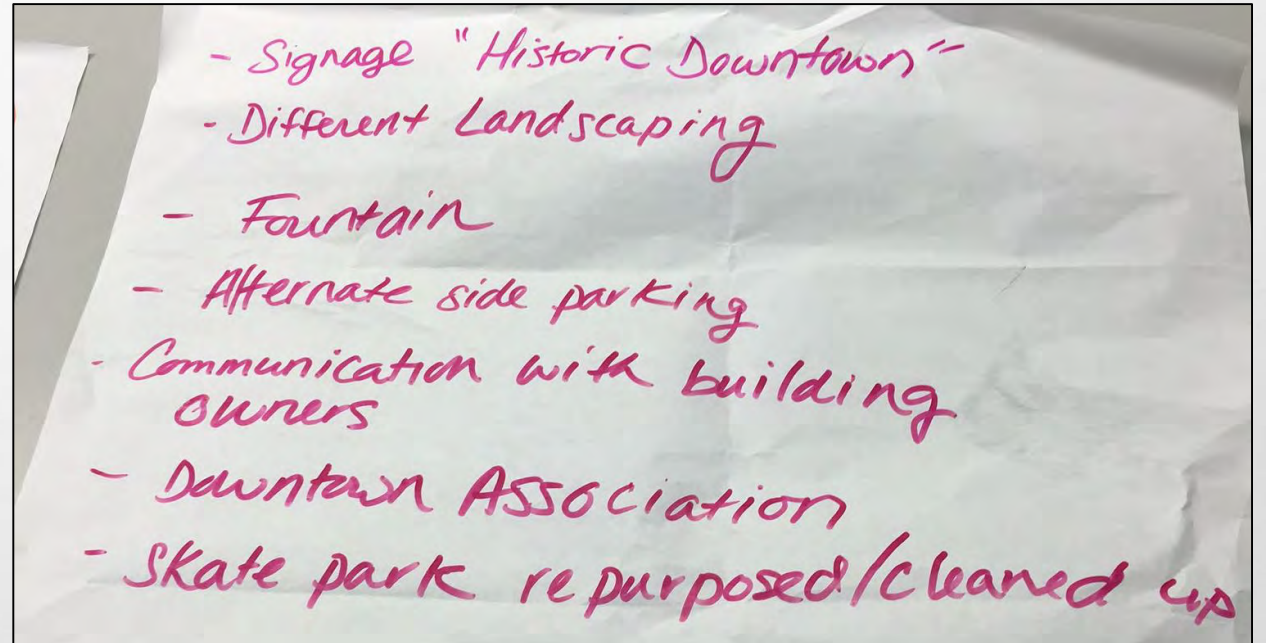
GROUP 2: CLOQUET AVENUE

1. IDENTIFY PROPERTIES / AREAS IN NEED OF REVITALIZATION
 - BE COGNIZANT OF WHAT IS PUBLIC VS. PRIVATE RESPONSIBILITY
2. IDENTIFY PROJECT IMPROVEMENT CONCEPTS

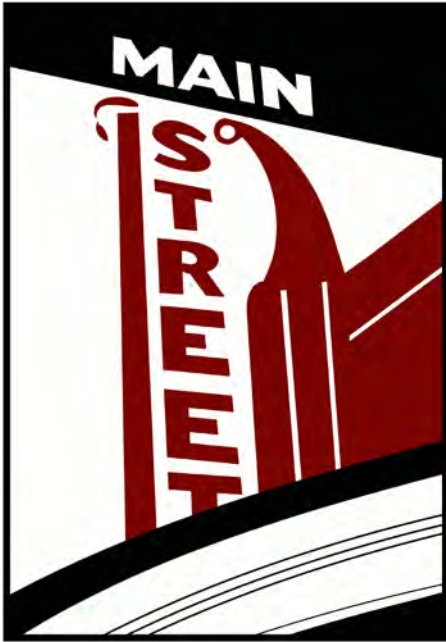
CLOQUET AVENUE INPUT



WEST END INPUT



MINNESOTA



A program of the
Preservation Alliance of Minnesota



PRESERVE



PROTECT



PROMOTE

Downtown Cloquet Business District Meeting



A program of the Preservation Alliance of Minnesota

Financed in part with funds provided by the State of Minnesota from the Arts and Cultural Heritage Fund through the Minnesota Historical Society.

Recognized by the National Trust Main Street Center® as the official statewide coordinating program in Minnesota.



A program of the Preservation Alliance of Minnesota



MINNESOTA HISTORICAL
& CULTURAL GRANTS

Made possible by the Arts and Cultural Heritage Fund through the vote of Minnesotans on November 4, 2008. Administered by the Minnesota Historical Society.



Preservation Alliance of Minnesota



A program of the
Preservation Alliance of Minnesota

Preservation
Support
Services

Real
Estate



Why Downtown is Important!

Downtown is a symbol of:

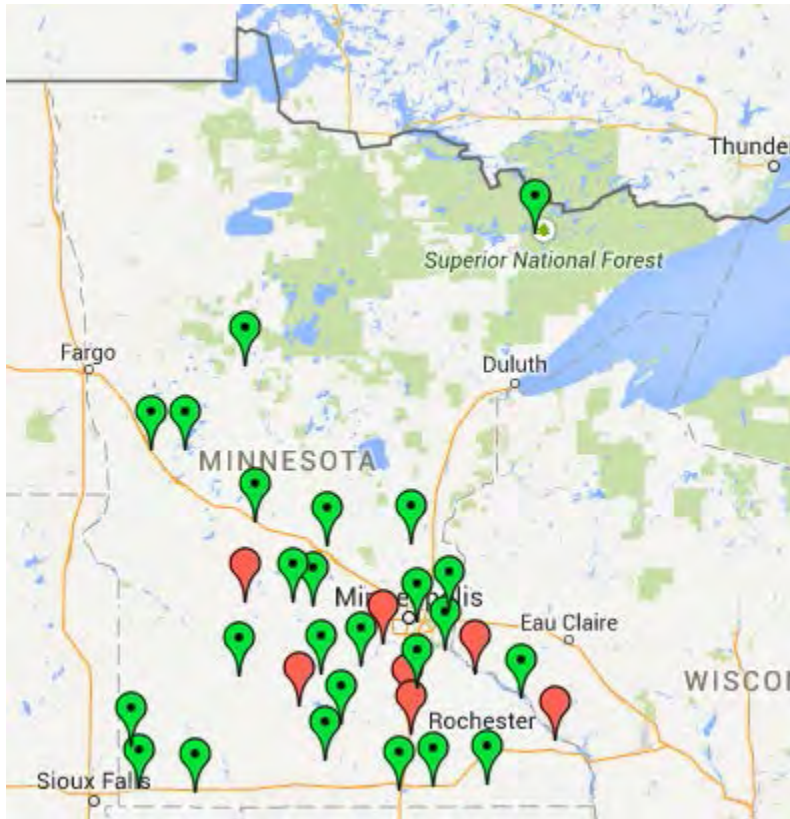
- Economic health of the community.
- Partnership between private & public sector.
- Local quality of life.
- Local pride.
- Community history.



Downtown Faribault;
Faribault Area Chamber of Commerce and
Tourism

Key element in industrial, commercial & professional
recruitment.

2015 Designated Main Street Programs



Main Street Financial Impact - MN

2010 to 2015

- Financial Reinvestment **\$32.9 million**(public and private)
- Net new businesses **91**
- Net new jobs **386**
- Property improvements **321**
- Return on Investment **\$24 for every \$1** to



2015 Reinvestment Statistics

Last year, for every \$1 spent on running the local Main Street Program in Minnesota...

- ▣ \$24.12 are reinvested in the community.
- ▣ \$14.65 in **private** funds were reinvested in the community.

Quick Overview of Main Street

- Asset-based economic development using historic preservation as the foundation
- Volunteer-driven downtown revitalization
- Long-term change and management for the district
- Identifying and achieving community's goals



The National Main Street Center's Four Point Approach®



Design

Built Heritage

Physical



Economic Vitality

Entrepreneurs

Businesses and
the Market



Promotion

Local Stories

Image, Marketing,
Events



Organization

Engaged Public

Resources:
Human, Financial,
Philosophical

Asset-Based Economic Development

Promotion: Festivals



Courtesy of Faribault Daily News

BEER GARDEN • LIVE MUSIC • GRILLED FOOD

Faribault Daily News
PRESENTS



**BIKES, BIKES
& BREWS**
FESTIVAL

MAY 25, 2013 • 12:00PM
DOWNTOWN FARIBAULT

Ride for Life Motorcycle Ride:
9:00AM Contact Dawn for details 612-532-5426

Home Brew Tasting and Contest:
12:00PM Contact Travis for details 507-331-3255

Faribault Flyers Bike Club's Morning Bicycle Ride
Contact the Flyers for details 507-334-1518

SPONSORED BY:



HOME BREW TASTING AND CONTEST

Promotion: Retail Events

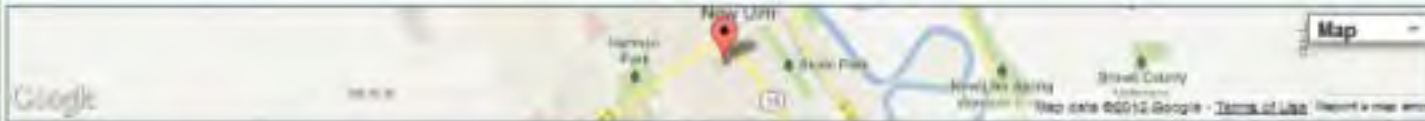


Promotion: Marketing and Branding



Tell Your Story

Turner Hall



New Ulm Turner Hall

Like Be the first of your friends to like this.

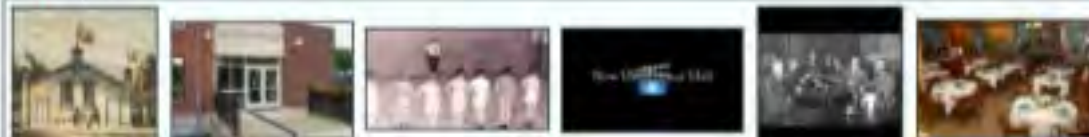
Share

Turner Hall

Turner Hall, originally called Turnhalle, has been at the heart of New Ulm since its construction in 1856. During this time, many of the Turners who had come from Cincinnati to help settle New Ulm gathered in a log-built store to form the New Ulm Turnverein, dedicated to physical fitness, education and gymnastics. Two years later they built their first Turner Hall on a full city block, at the same location as today's existing Turner Hall and Ratskeller.

Turner Hall is more than just a historic building. When the hall was initially founded, it stood as the prime place for social gathering. The building was incredibly versatile, serving as a school, library, bar and gymnasium. Today, it houses a first-class gymnastics program, an incredible restaurant and a beautiful venue for any event.

Tag Media



Promotion meets Design



- Wall
- Info
- Friend Activity
- Photos
- Events
- Links
- FBML

Parker loves Park Rapids

Like

Product/Service



Wall

Parker loves Park Rapids · Everyone (Top Posts)

Share: Post Photo

Write something...



Parker loves Park Rapids created an event.



Arts Downtown PR (3rd Thursdays)

Thursday at 5:00pm
Downtown Park Rapids

Like · Comment · Share · RSVP to this event · Sunday at 9:33pm

Image improvement



Parker loves Park Rapids added 3 new photos to the album Sprucing up Christmas wreaths.



Design: Historic Building Rehabilitation



Buckman Hotel, Little Falls

Design – Instant Crossing Guards



Design – Connecting to Neat Places

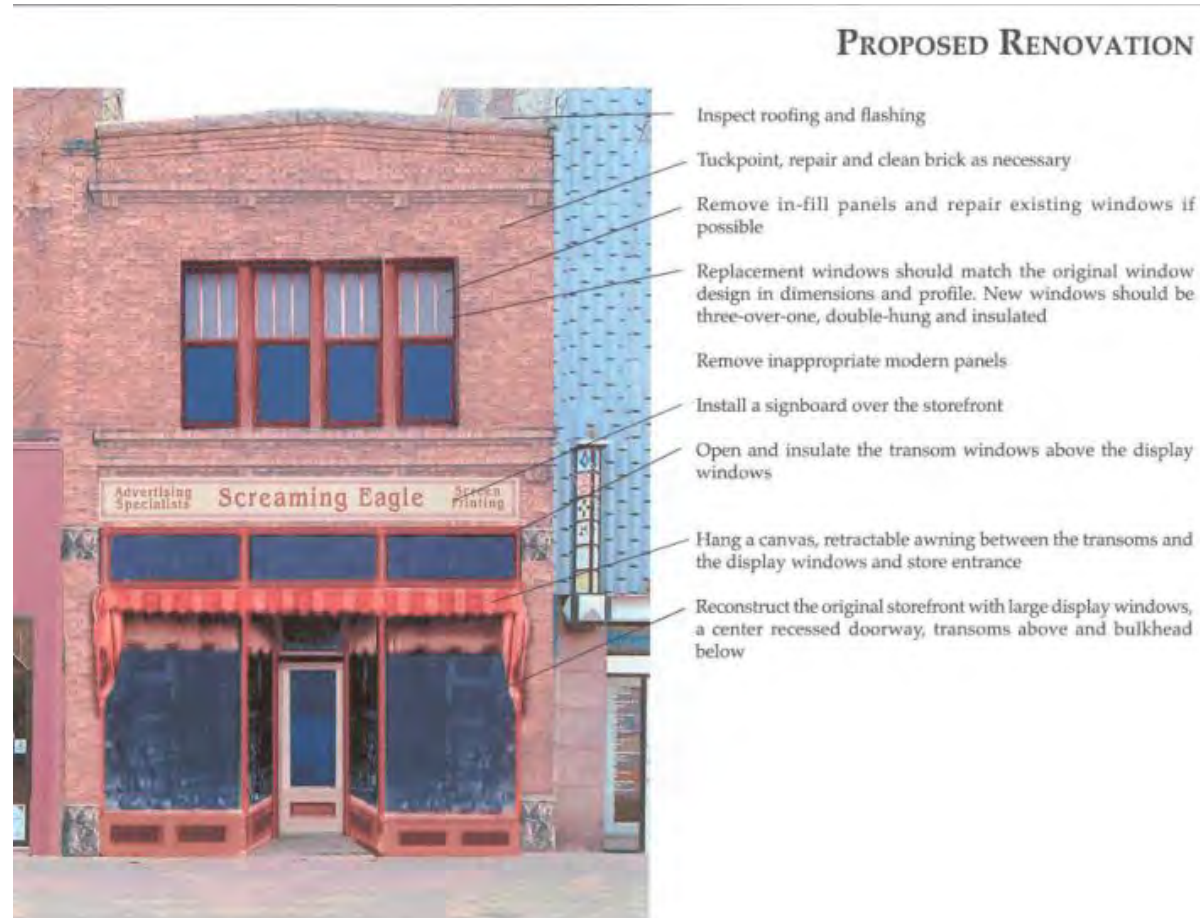


Design: Streetscape and Decorations



Design: Storefronts

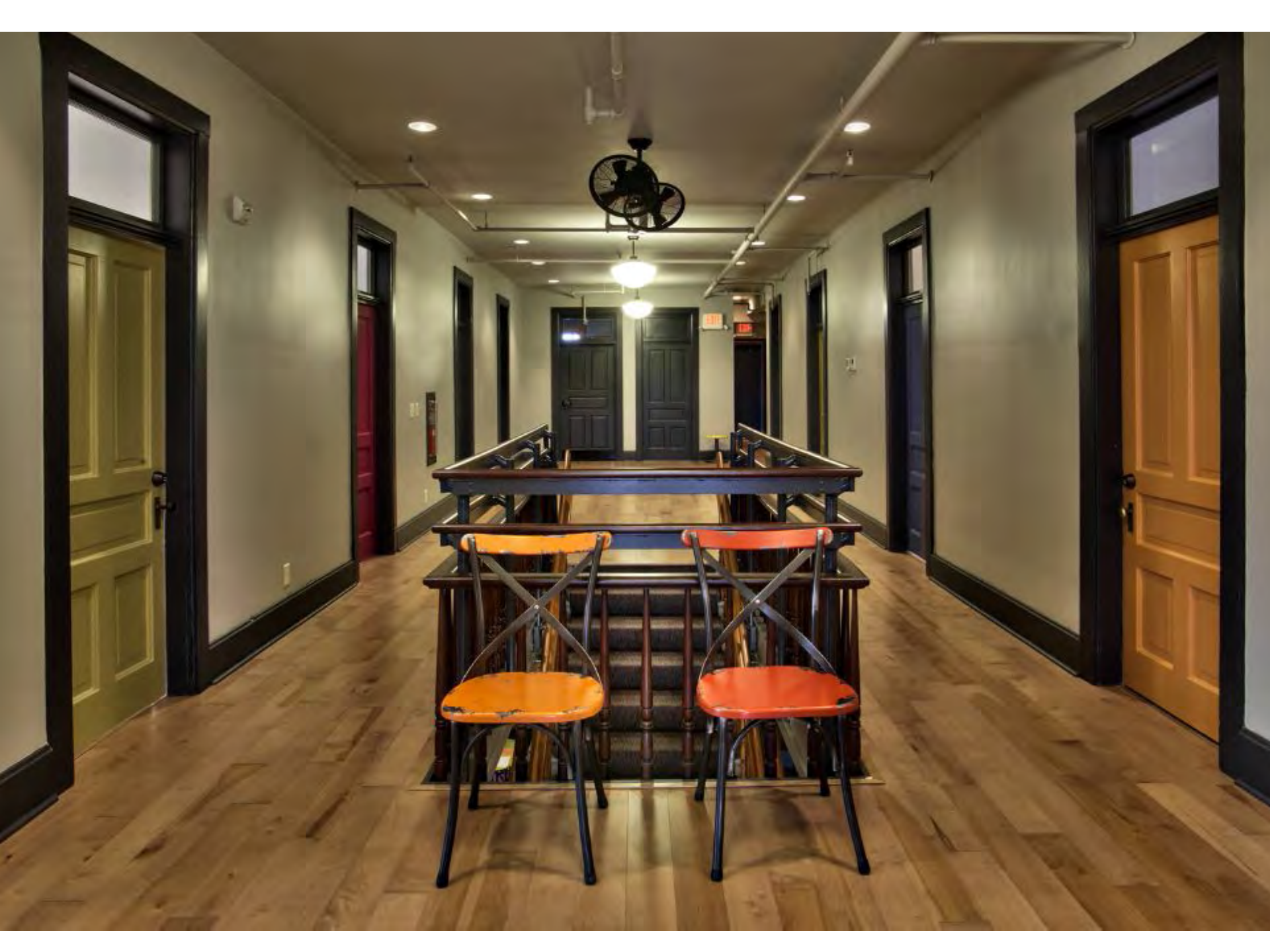
Hand-holding through the process



Vibrant District for Everyone

- Reinvest in older buildings to prevent negative side-effects on neighbors
- Turn them into assets and destinations





Economic Vitality

Strengthening existing businesses



Economic Vitality

Building your Business Niches

Here's your chance to add
some *flavor* to Red Wing.



Yes, Red Wing has the Mississippi River, beautiful bluffs and its rich history, but we're talking about adding flavor we can literally taste. If you think your restaurant might be a good fit in Red Wing, call us and we'll bring the thriving community of Red Wing to your table.

Red Wing is a *tasty* place
for your restaurant.

Red Wing offers a permanent population of more than 16,000 and bustles with a steady stream of traffic pulsing through the heart of downtown. It's also a thriving regional center for tourism, medical care, industry and technology, with more than 400,000 out-of-town visitors every year. The vibrant



Economic Vitality

Incubating and recruiting new businesses

Economic Gardening is an entrepreneurial approach to economic development that seeks to grow the local economy from within. The objective is a focus on growing and nurturing local businesses rather than hunting for “big game” from outside the community.



You are invited to learn more! Free and open to the public!

Economic Vitality

Making the district more attractive to investment

Unique Clothier

There was overwhelming response from both the consumer focus group and the surveys that downtown Faribault needs a unique men's and women's clothier. The consumers in both the online survey (44%) and the intercept survey (42.6%) identified clothing stores as a top business they would patronize in downtown Faribault. The single most identified business to be developed downtown in both surveys.

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Surplus / Leakage Factor	Number of Businesses
Clothing and Clothing Accessories Stores (NAICS 448)	\$2,872,661	\$1,386,421	\$1,486,240	34.9	12
Clothing Stores (NAICS 4481)	\$2,549,056	\$762,664	\$1,786,392	53.9	7

According to Leakage Reports from ESRI listed in the chart above, there is \$3,272,632 in excess of that spent outside Faribault by its residents on clothing and clothing accessories (NAICS Code 448 & 4481) and \$14,729,417 (See table on Page 10) being spent by those in a 30 minute radius outside that boundary. Capturing a portion of this market is in downtown Faribault's grasp. Given these leakage estimates and demand indicated by the surveys, downtown Faribault could support a unique



STARTING OR EXPANDING A RETAIL BUSINESS?

FREE AND CONFIDENTIAL HELP IS AVAILABLE THROUGH OUR OFFICE AND OUR MANY OTHER RESOURCES.

THE NEW ULM RETAIL DEVELOPMENT CORPORATION CAN PROVIDE YOU WITH

- CONSUMER SURVEY DATA
- LISTING OF AVAILABLE PROPERTIES
- RETAIL TRADE ANALYSIS
- RETAIL RESOURCE GUIDE

AND ACCESS TO OTHER RETAIL SALES DATA AND STATISTICAL INFORMATION



Organization: Network Building



Organization: Getting Work Done

Willmar
Design Center

Home

Downtown Community >

Downtown Business >

Contact

Get Involved >

Willmar Design Center

Your Cart

Shopping Cart

Your shopping cart is empty
Visit the shop

Volunteer

Home > Get Involved > Volunteer

Willmar Design Center engages over 300 volunteers annually to live its vision to renew Historic Downtown Willmar as a Social, Cultural, Government and Economic Center.

We have many ways for you to make an impact in the community and invite you to become involved. If you are interested in how to get involved, please contact us!



Contact Us

Your Name (required)

Organization: Fundraising

NEW ULM RETAIL DEVELOPMENT CORPORATION

Vision

To successfully contribute to New Ulm's economic health by ensuring a vibrant, diverse, growing retail business sector, recognizing it is one key facet in making New Ulm a destination city in which to live, work, or visit.

Mission

To help existing retail businesses achieve greater success and to attract additional retail business to the City of New Ulm so as to further contribute to a vibrant retail sector (with an emphasis on the downtown historic district).

Governance

NURDC was incorporated as a 501c.6 in 2007. (Prior to that time it was a committee of the Chamber of Commerce.) Its Board of Directors consists of five at-large members: Lisa Besemer, Betsy Pieser, Charlie Bornhoft, Reed Glawe, Kathy Lund; and five liaison members from collaborating entities: Audra Shaneman, Chamber of Commerce; NAME LAST NAME, Convention Visitors Bureau; Ken Rockvam, New Ulm City Council; Brian Tohal, New Ulm Economic Development Corporation (NUEDC); and Denny Waloch, New Ulm Business & Retail Association.

Retain | Recruit | Promote

New Ulm Retail Development Corporations program of work supports their mission in three key areas:

- Retain Existing Retail Businesses
- Recruit New Retail Businesses
- Promote New Ulm Retail Environment

Highlights of work over the past couple of years include:

- Assisted approximately 24 small business with start-up, relocation, or revitalization efforts.
- Initiated recruitment contacts and networking related to recruitment opportunities.
- Managed contacts from inquiries (approximately 50 in a year) with information, assistance, and follow-up.
- Facilitated various project to promote the local retail environment such as:
 - Internet surveys and e-tailing classes.
 - Educating residents to by "local-e".
 - Life-size posters in windows of vacant storefronts.
 - New Ulm QR coding on historic placards.
 - Collaborative branding seminar.

New Ulm Retail Development Corporation
1 North Minnesota Street | PO Box 384
New Ulm, MN 56073

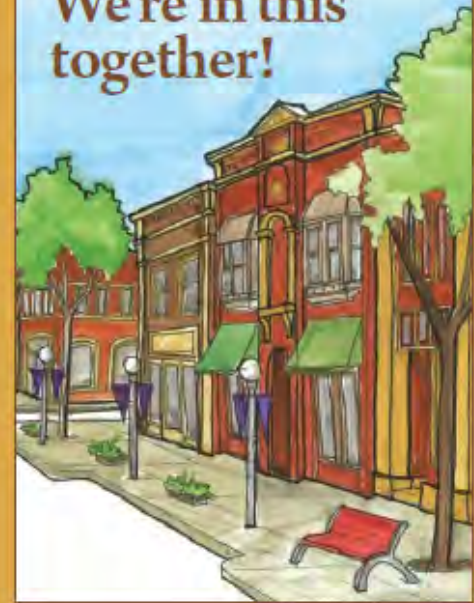
Phone: (507) 233-4308 | Fax: (507) 354-1504
Email: nurdc@newulm1.net
www.newulm.com

This brochure was financed, in part, with funds provided by the State of Minnesota from the Arts and Cultural Heritage Fund through the Minnesota Historical Society. New Ulm Retail Development Corporation is a Minnesota Main Street Program.

NEW ULM RETAIL DEVELOPMENT CORPORATION

A designated Minnesota Main Street community

We're in this together!



Tools



- What do you want?
- How much do you want it?
- What are you willing to do to get it?

Tools



- Planning for improvements
- Funding Your Goals
 - Donations
 - Special Services Districts
 - DIY
 - Grant applications (government and private)
 - Government

Tools



- Organizing the Work
 - ▣ Staff vs. Volunteers
 - ▣ Committees?
 - ▣ Teams?
 - ▣ Project groups?

Cost of an Empty Store on Main Street



Main Street Iowa

Iowa Department of Economic Development

- \$250,000 lost sales
- \$16,250 lost employee payroll
- \$15,000 lost rents
- \$24,750 lost business profit
- \$1,500 lost property taxes
- \$5,100 lost bank deposits
- \$51,000 lost r.e. loan demand
- \$15,000 lost bus. loan demand
- \$12,500 lost sales tax to gov't.
- \$18,900 lost household income generated elsewhere in community
- \$5,500 lost utilities
- \$3,500 lost advertising

Traditional Commercial Districts are Contagious

Traditional Commercial Districts are the **heart** of the community, and what happens to the heart will spread to the **rest of the body**.



Ground Rules

Main Street is economic development

Main Street is historic preservation

Main Street is commercial development

Main Street is all inclusive

**Main Street concepts transfer
to the entire community.**

Thank you!

Contact Information

Emily Northey

Minnesota Main Street Coordinator
Preservation Alliance of Minnesota

enorthey@mnpreservation.org

651.262.8770

www.mnpreservation.org

Facebook: /PresAllianceMN



Cloquet EDA 2016 EDA Work Plan

TOP PRIORITY FOCUS 2016 GOALS 1 - 4

Goal #1 - Downtown Redevelopment/Revitalization

Strategy: **Increase the number and variety of retail and commercial destinations to maintain Downtown as a vibrant destination and place of commerce.**

Implementation Steps:

1. **Develop a strategy for the upgrade, renovation and revitalization of the downtown(s) (Cloquet Avenue and Historic West End) recognizing that different approaches may be needed for the different business districts.**
 - a. Complete property owner meetings in both downtown districts to develop a SWOT analysis of the downtown areas and identify issues of critical importance to those property owners that can be used to identify City strategies that maintain these areas as places of commerce.
 - b. Create a redevelopment status list of existing properties and business owners within the downtown redevelopment areas for upgrades, renovations and revitalization opportunities.
 - c. Recognize key housing opportunities downtown and that revitalization of housing units above downtown storefronts and redevelopment adjacent and within the downtown (e.g. Cloquet Avenue District) is a critical element in creating a vibrant downtown.

Goal #2 - Promote the Development & Maintenance of Housing by implementing the 2014 Cloquet Housing Study

Strategy: **Ensure that the City's housing stock supports the needs of local employers, employees, and targeted businesses including the adequate marketing of the City's housing (re)development opportunities.**

Implementation Steps:

1. Identify the specific role that the EDA intends to play in the housing development arena.
 - a) The EDA and HRA meet to clarify roles, relationships and expectation.
 - b) If necessary, request that the City Council formalize its expectations of those roles, relationships, and responsibilities.
2. Provide high level technical expertise, as requested by the Cloquet School District ISD 94, as it relates to the proposed re-use of the Old Middle School building for housing.
3. Support new single family housing subdivision projects especially those that will connect with public utilities.



Cloquet EDA 2016 EDA Work Plan

Goal #3 - Develop the Cloquet Business Park

Strategy: **To increase sustainable business and employment opportunities within the Park while broadening the commercial/industrial sector and tax base.**

Implementation Steps:

1. Develop a marketing plan for the business park.
2. Re-visit the fiber optic/internet/broadband build out within the business park.

Goal #4 - Develop Business and Community Marketing Program

Strategy: **Develop a proactive marketing campaign to attract new business investment.**

Implementation Steps:

1. Identify the expectations that a marketing study would yield (examples following)
 - a) To determine the general image people have about Cloquet.
 - b) Market the Cloquet business park
 - c) Market the downtown(s) for commercial/retail/office development & redevelopment
 - d) Market the Highway 33/I-35 retail development opportunity
 - e) Market housing development and redevelopment opportunities
 - f) Attracting investment
 - g) Attracting people to live
 - h) Promoting “cultural” activity
 - i) Increase tourism
2. Develop a marketing RFQ or RFP for the purpose of soliciting prospective firms to assist the EDA with the development of a marketing plan to promote the key expectations identified in implementation step #1.
3. Identify those local and regional marketing firms, as well as nationwide firms that have experience working with cities that would be targeted for submittal of RFQ/RFP.
4. Interview/select and then complete a marketing/branding study for the City.
5. Launch a consistent marketing program through the implementation of the recommendations/findings of the study.



Cloquet EDA 2016 EDA Work Plan

TIER 2 EDA PRIORITIES

Goal #5 - Develop Land along Highway 33/I-35 for Retail Development

Strategy: To increase the diversity of retail shopping alternatives for the residents of the City and attract others to shop in Cloquet.

Implementation Steps:

1. With or without a developer on board, discuss implementation of Schematic Design with DNR reviewing all options and opportunities. As necessary revise formal plan/strategy for redevelopment of Nelson/DNR properties.
2. Staff retail outreach and other site opportunities.
3. Evaluate developer status with Ryan Companies with market reactions to site, realities, and opportunities.

Goal #6 - Existing Business Retention and Growth

Strategy: To increase the positive interactions and engagement with existing businesses through partnerships and networking in support of our desirable small town atmosphere.

Implementation Steps:

1. Evaluate the goals, approach, make up and success of the current business retention program in regards to the primary goal of assisting and identifying business development opportunities. BRE partners need to schedule and implement visits on an ongoing basis.
2. Create a retention metric for evaluating existing business engagement.
3. Evaluate the Large Manufacturing Consortium model that is being used for purpose and effectiveness e.g. broaden membership or specify issue based meetings.

Goal #7 - Provide Proactive Economic and Community Development Leadership and Support

Strategy: Define roles and implement a process for Economic Development projects to be considered and pursued between the Cloquet EDA, Carlton County EDA, Chamber of Commerce and other community partners.

Implementation Steps:

1. The City, County and Chamber will develop an integrated response to economic development resulting in increased capacity to move projects quickly and efficiently towards completion.



Cloquet EDA 2016 EDA Work Plan

OTHER

- Continue Blandin Broadband Community (BBC) Involvement and collaboration with Northeastern Service Cooperative (NESC)
- Continue to pursue Grant Opportunities
- Establish a metric to measure impact and value of development efforts (ie. staff costs and expenditures as a percent of development costs and/or tax revenues)
- Utilize business exit survey to develop a metric for planning and development improvement recommendations.
- Old business park
- Highway 45 commercial corridor redevelopment
- Tourism
- Special Events
- Riverfront Trail / Parks Development
- Workforce Development
- FDL role with economic development

The Comprehensive Plan also guides the Cloquet Business Park north of Stark Road for highway commercial use. The business park and the future highway commercial use south of the Stark Road should compliment each other. Potentially, the business park could accommodate primarily office/showroom/warehouse uses, whereas the future highway commercial use to the south could accommodate primarily retail, restaurants, car dealerships, and motels.

An overarching goal of the Comprehensive Plan is to strengthen the downtown area. Consequently, commercial uses that are more suited for the downtown area should be encouraged to locate in the downtown area, whereas true highway commercial uses should be encouraged to locate along the highway.

City Center

The Comprehensive Plan promotes the city center areas shown on the Land Use Plan (see Figure 3-3) as the heart (or center) of the city. These areas provide shopping, entertainment, offices, services, and government facilities. The boundaries and uses of the city center land use generally correspond with the City's C-2, General Commercial zoning district. The Comprehensive Plan supports and integrates the recommendations of Cloquet's 1998 Community Revitalization Plan relating to the city center area. Those recommendations include promoting redevelopment of distressed properties and promoting enhancements to existing buildings, sites, and streets. The city center has three general areas. The following provides an overview of each.

Cloquet Avenue. The Cloquet Avenue area includes City Hall, Carlton County offices, and various commercial and light industrial uses. Existing commercial uses are concentrated along Cloquet Avenue, but 14th Street south of Cloquet Avenue also has some commercial uses. City Hall is located at a prominent location at the intersection of 14th Street and Cloquet Avenue, but the existing Carlton County offices are located in two separate buildings on Avenue B and Avenue C. A scattering of light industrial uses are located between Avenue B and Cloquet Avenue.

The Comprehensive Plan promotes working cooperatively with existing industrial uses south of Avenue B to relocate those uses to the Cloquet Business Park on Stark Road. This would allow redevelopment of those sites for uses that are more compatible with the city center. Some light industry that provides high employment without adversely affecting surrounding commercial uses may be appropriate along Avenue B and Avenue C. Carlton County may explore opportunities for enhancing or expanding County offices in the city center. Although the Comprehensive Plan promotes commercial and civic uses along Cloquet Avenue, housing (particularly housing above commercial uses) is also a desirable use in the city center.

West End. The West End area is Cloquet's historic downtown. It has a unique mixture of uses and architecture that reflect a traditional downtown character. The Comprehensive Plan promotes continued mixed use of this area with an emphasis on small specialty shops and residential uses above commercial uses. It also promotes enhancing the connections between Cloquet Avenue, West End, and Dunlap Island.

Dunlap Island. Voyageur's Park and Spafford Campground occupy most of Dunlap Island, but commercial, industrial, and residential uses also exist on the island. Consistent with the 1986 Dunlap Island Redevelopment Study, the Comprehensive Plan recommends working cooperatively with the Cloquet Terminal Railroad Company and Sappi to explore the possibility of relocating the existing railroad repair facility on the island to a location closer to the Sappi plant. If the repair facility could be relocated, it would free an area for possible redevelopment that could include historical exhibits (as recommended by the 1986 Redevelopment Study) or it could include a mixture of public space and

specialty shops that would be an extension of the West End area. If preliminary discussions between the City and Sappi yield reasonable possibilities for relocating the repair facilities, then the City should revisit or update the 1986 Redevelopment Study as needed or desired.

Commercial-Industrial Reserve

The Comprehensive Plan identifies three commercial-industrial reserves in the city. The reserve status indicates that these areas may be suitable for future commercial and/or industrial development should conditions warrant. In the meantime, these areas would continue to be used for interim mining, open space, or rural residential use.

Commercial-Industrial Reserve South of Interstate Highway 35. The Comprehensive Plan shows a commercial-industrial reserve south of Interstate Highway 35. This area is currently being mined, but at the completion of mining activities, it may provide an excellent opportunity to develop a commercial and/or industrial park that would have convenient access to the railroad and Interstate Highway 35. Some future uses could potentially have a synergistic relationship with the Fond du Lac Tribal and Community College. Consequently, it would be helpful to prepare a conceptual master plan for the area before allowing significant development in the vicinity.

Commercial-Industrial Reserve North of Interstate Highway 35. The Comprehensive Plan identifies a commercial-industrial reserve on the north side of Interstate Highway 35. Although wetlands may cover much of this area, the proximity of this area to Highway 35 makes it attractive to potential commercial and industrial development. In guiding this area as a commercial-industrial reserve, the City acknowledges that if conditions warrant (and if wetland, access, and other issues can be adequately addressed) then this area may be suitable for certain commercial or industrial development in the future.

Airport Commercial-Industrial Reserve. The Comprehensive Plan identifies an area west of the airport as a commercial-industrial reserve. Pending a market analysis and detailed studies, the Plan suggests this area could be suitable for industrial and/or commercial uses that would benefit by their relationship to the airport and/or Fond du Lac Tribal Center.

Light Industry

The Comprehensive Plan guides several areas in the city for light industrial use. For the purpose of this Comprehensive Plan, light industries differ from heavy industries in that they are smaller operations that generally do not create excessive noise, smells, or traffic concerns.

Existing Light Industry. There are several areas of existing light industrial uses in Cloquet, including the Tall Pine Industrial Park, and scattered industrial uses along Cloquet Avenue, Avenue B, Avenue C, and Washington Avenue. With the exception of the existing industrial uses south of Avenue B and adjacent to the city center, the Comprehensive Plan continues to guide existing light industrial use for future light industrial use. The Plan promotes working cooperatively with existing industrial uses south of Avenue B to relocate to the Cloquet Industrial Park on Stark Road as may be desirable.

Cloquet Industrial Park on Stark Road. The Cloquet Industrial Park on Stark Road was constructed in 2006-2007 and provides roughly 55 acres of land for industrial development. The City will continue to promote this area for future industrial development. Before the industrial park nears capacity, the City will consider other opportunities for additional industrial development in the city, including potential future industrial parks south of Interstate Highway 35, north of Interstate Highway 35, and adjacent to the airport industrial park as described earlier.

Cloquet Avenue

The Cloquet Avenue district is basically a long street, with no real depth beyond one-half block north or south, and no real levels of activity as a result of the lack of concentration of development. The master plan recognizes the lack of people as a concern, and restructures the district to bring more people to Cloquet Avenue on a daily basis. While a strong sense of built character is not evident along Cloquet Avenue, some elements speak to the notion of this area being a "downtown." Through renovation, redevelopment and new uses, life can be brought to Cloquet Avenue.

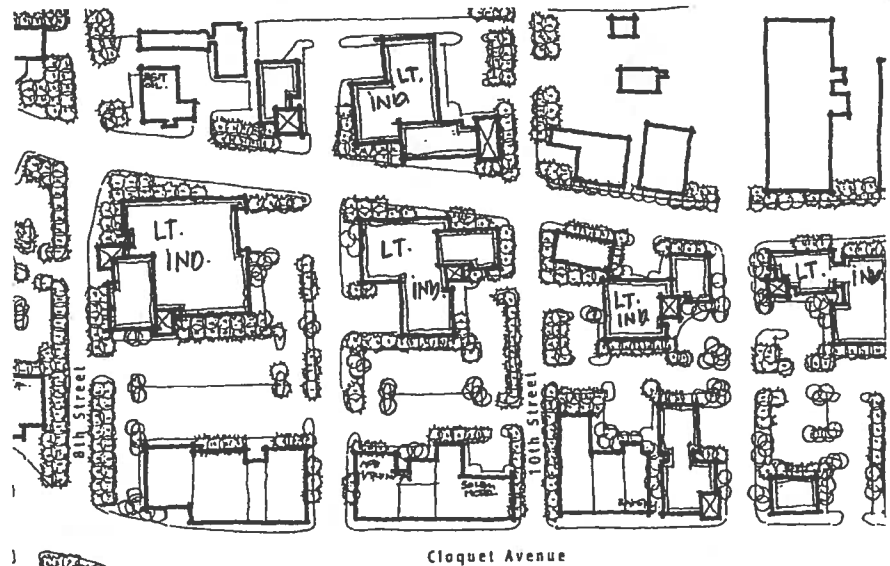
Cloquet Avenue, as a "downtown" type of district, will have a mixed-use character — that is, uses here might include commercial, office and residential uses, mixed horizontally and vertically. This pattern works well for properties that abut Cloquet Avenue, but reinforcement of that pattern will not guarantee a greater sense of life for the district.

Light Industrial Redevelopment

Avenue 'B' is one block north of Cloquet Avenue, and it is generally industrial in character. The land between Cloquet Avenue includes single family residential and other less discernible uses. To most effectively utilize the limited available land in the district, the master plan illustrates light industrial uses immediately north of the buildings on the north side of Cloquet Avenue. Light industrial space is needed in Cloquet (given that the existing industrial park is at capacity), and having underutilized or undervalued land in proximity to an area where change is needed could be a strong catalyst for change. These uses could be developed in character with Cloquet Avenue, while providing a population that might utilize existing Cloquet Avenue businesses or spur the creation of new ones. In addition, it enhances a large area of the district that detracts from the district as a whole. Light industrial uses might also be extended to the north side of Avenue 'B' resulting in improved aesthetics for that part of the district.

It will be important to establish zoning across the areas where light industrial uses might occur. The city's current classification for light industry is not appropriate as it allows outdoor storage. An examination and possible modifications to other existing zoning classifications might be a more direct approach, and it might allow for uses that include a wider variety of opportunities for the district.

Light Industrial uses will enhance aesthetics and the community's tax base, as well as providing a base of customers for some downtown businesses. Parking for these uses might also serve the needs of commercial uses in the district.



As light industrial uses are implemented, the parking that serves the new facility should be organized to be shared with businesses on the north side of Cloquet Avenue. This would encourage clean up of the back sides of buildings and the enhancement of existing parking areas. As the district is revitalized, convenient and attractive parking will be needed; creating new parking to serve 110% of anticipated light industrial demand will provide some flexibility for accommodating the parking needs of existing Cloquet Avenue businesses.

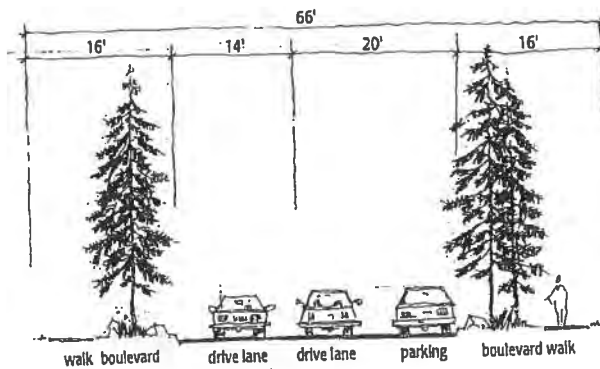
Parking

One of the plan's underlying goals is the creation of healthy neighborhoods that have a strong connection to the community's business districts. The plan encourages the retention of residential uses on the south side of Cloquet Avenue — an area that should find new value as the district revitalizes. Key to this is the limitation of the spread of commercial uses to the south, especially expansion of parking facilities without simultaneous buffering of the negative impacts of parking. Any parking area that occurs between the district and the surrounding residential uses should be screened with vegetation and fencing such that views of the parking area are 80 percent obscured from an adjacent first floor and illumination of the parking area is contained on the site and is 50% obscured from first and second floors of adjacent residential uses.

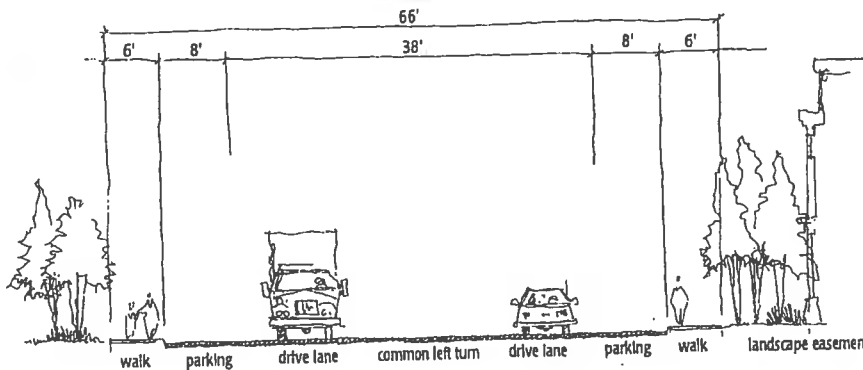
Neighbors

The Cloquet Avenue district, a link between Highway 33 and Interstate 35, is as well-connected as any district in Cloquet. It suffers from the lack of activity more than a lack of good transportation routes, but the introduction of new uses will bring a greater intensity of activity. As properties along Avenue 'B' redevelop, however, they will need to be more directly integrated with Cloquet Avenue. Streetscape improvements on 8th Street, 10 Street and 12th Street (the front door streets for new light industrial uses) will form that connection without major changes to existing circulation patterns.

Streets



Cross streets, enhanced with lighting, sidewalks and landscaping, will connect Cloquet Avenue with Avenue 'B' and provide a "front door" for new light industrial uses.



Avenue 'B' will always carry the truck traffic, but -- with streetscape enhancements -- it might someday do so in ways that better fit the Cloquet Avenue district.

Avenue 'B' will remain an important traffic corridor for trucks serving existing and new industry. Between 8th Street and 14th Street, several existing businesses create significant conflicts with heavy commercial traffic (Wood Service, Viking Lumber, Carlton County Office Building, Cars Towing). These conflicts will worsen, particularly as Potlatch nears completion of its pulpmill expansion. Future developments along Avenue 'B' must avoid similar traffic conflicts and solutions should be investigated to eliminate existing conflicts. As traffic improvements are implemented, it will also be important to instill a character for Avenue 'B' that is more in keeping with a "downtown" environment.

Cloquet Avenue was recently reconstructed, but its width is an impediment to pedestrian activity. Consideration, in the long term, should be given to the introduction of planted median for portions of its length, enhancing aesthetics of the district as well as providing a "refuge" for pedestrians crossing the street.

Existing Structures The revitalization of Cloquet Avenue only depends in part on new light industrial activities. If light industry creates a new population from which the existing Cloquet Avenue businesses can draw, then the businesses must take steps to make themselves attractive to these customers. Renovation of existing structures, targeted redevelopment along Cloquet Avenue and infill will be the tools used to improve the aesthetics of Cloquet Avenue itself.

Anchors The district might also be enhanced by activities that are more public. The use of Veterans Park as a significant community gathering space is discussed later. It must become one of the anchors of the Cloquet Avenue district.

City Hall is the other anchor. It will always be a place of activity and importance for the community. To bolster this end of Cloquet Avenue, a civic business core might be established. This might dictate that the city's presence be augmented with county functions, if the need for expanded county services in Cloquet becomes necessary.

Pattern Summary The character and uses of the Cloquet Avenue district are as follows:

Use:	Cloquet Avenue: small/specialty retail; convenience retail (provided it properly addresses the street); personal and business services; business support services; professional services; eating establishments; lodging; office; upper level residential; civic and institutional Avenue B: light industry; office
Market:	primary
Buildings:	Cloquet Avenue: historical restoration encouraged; historically (and/or community) sensitive infill; two story required Avenue B: contemporary construction; two story mass required; two story use encouraged
Orientation:	primary building axis perpendicular to street
Circulation:	pedestrian and vehicle balanced

Strategies, Actions and Outcomes The following strategies are recommended for the Cloquet Avenue district:

Strategy: Acquire properties that are underutilized or undervalued and estab-

lish them as redevelopment projects in order to raise the standards of the district or to provide new opportunities for business.

Actions: Identify key sites for reinvestment and/or acquisition by the city according to the patterns of the plan.
Establish finance tools to aid redevelopment/renovation of key sites.
Market sites or buildings to parties interested in fulfilling aspects of this revitalization plan.

Outcome: Highly valued and productive uses on all land in the district.

Strategy: Redevelop underutilized or undervalued parcels and properties to ensure the highest and best use of limited available land.

Actions: Clarify land use conflicts, resolve aesthetic concerns, increase tax base and provide land for light industrial use by redeveloping residential uses in areas between Cloquet Avenue and Avenue 'B'.
Monitor property conditions to ensure maximum use of the land.

Outcome: Productive, attractive and valuable use of all land in the district, and an attitude of development that postpones peripheral development until no other practical options are available.

Strategy: Redevelop cross streets to create stronger connections between Cloquet Avenue and Avenue 'B' and a "front door" for new light industrial uses along those streets.

Actions: Implement streetscape improvements to highlight this connection using elements that recall the forest and the river.
Renovate the building between 8th Street and 9th Street facing Cloquet Avenue to create a more significant "anchor" for the south end of the redeveloped street.

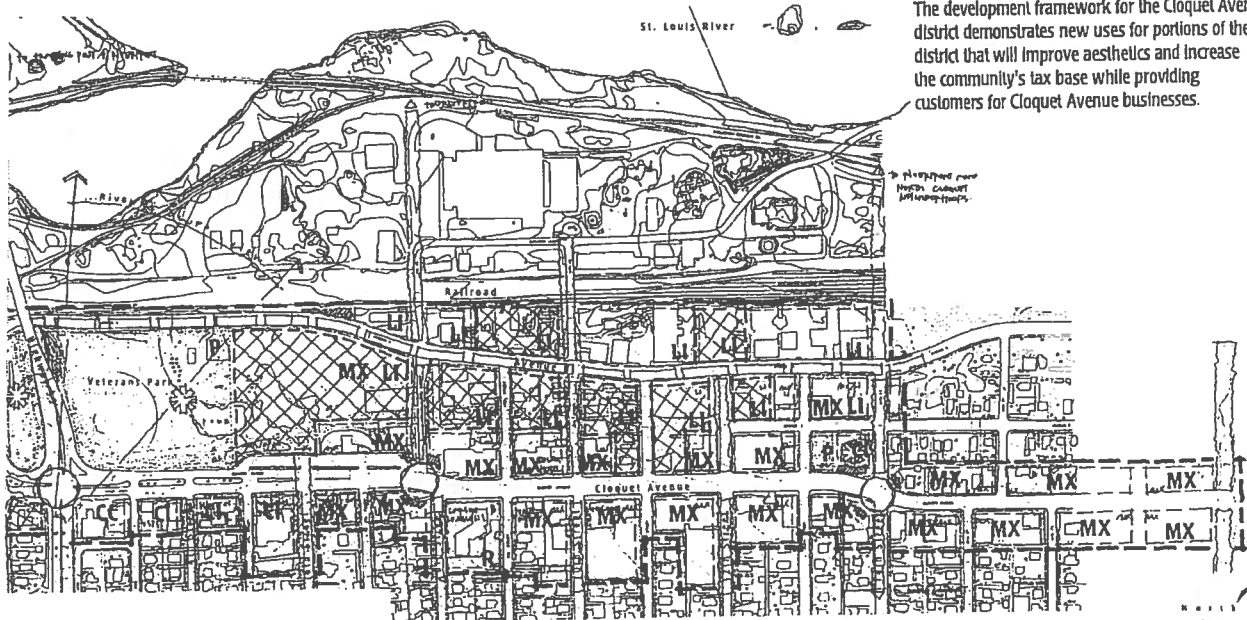
Outcome: Streets that invite vehicle and pedestrian traffic to move between Cloquet Avenue and Avenue 'B' and highlights the west end of the Cloquet Avenue business area.

Use	
R	Residential
CC	Community Commercial
RC	Regional Commercial
MX	Mixed
O	Office
LI	Light Industrial
CI	Civic-Institutional
P	Parks and Open Space

Pattern	
	Development Opportunity
	Parkway
	Enhanced Streetscape
	Remnant or Reclaimed Forest
	Focal Intersection
	Community Focal Point
	District Boundary

see page 35 for definitions

The development framework for the Cloquet Avenue district demonstrates new uses for portions of the district that will improve aesthetics and increase the community's tax base while providing customers for Cloquet Avenue businesses.



West End

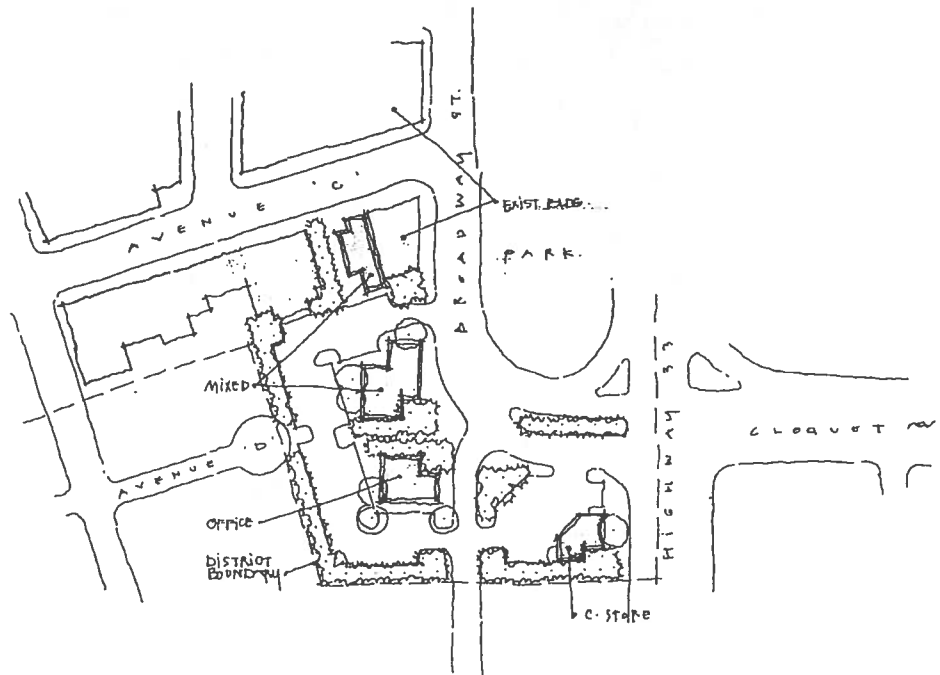
As much as this plan advocates for the introduction of character elements into Cloquet's business districts, it is the West End where real character already exists. The patterns of development have the look and feel of a traditional downtown — true business district. Historic buildings, a discernible "urban" pattern, and local enterprises all come together in the West End. The master plan naturally accepts these features as positive elements, and looks to ways of enhancing activity levels to maintain the district's vitality. Some elements will change, but the change focuses on the replacement of elements that should be there, rather than bringing in many new elements.

Avenue 'D' and Broadway Street

The West End's major disadvantage is that it is not well connected to traffic patterns of the community. The streets exist, but the aesthetics of the entry to the district diminish its qualities and do not present an invitation to move off Highway 33 or to continue along Cloquet Avenue into the district. Enhancement of the intersection of Avenue 'D' and Broadway Street have been initiated for the public portions, but do not really go far enough.

Avenue 'D' forms one leg of an awkward intersection as one enters the West End from the east. It serves as a connection to the neighborhood to the west, but it carries relatively low volumes of traffic. Vacation of a portion of this street and subsequent development of the site (if combined with some of the property on each side of the former street, could provide a great focal point and terminus to Cloquet Avenue, and it would begin to screen the back sides of Avenue 'C' development (which is the most distracting part of the West End entry sequence). A building placed on this site must be seen as something special: to create a parking lot on the old right-of-way would waste a tremendous opportunity. Under the plan, not all of the street is vacated; from the west, the street could terminate in a parking lot or a cul-de-sac.

Reconfiguration of the entry to the West End will focus attention toward Avenue 'C', and provide opportunities for aesthetic enhancement and redevelopment.



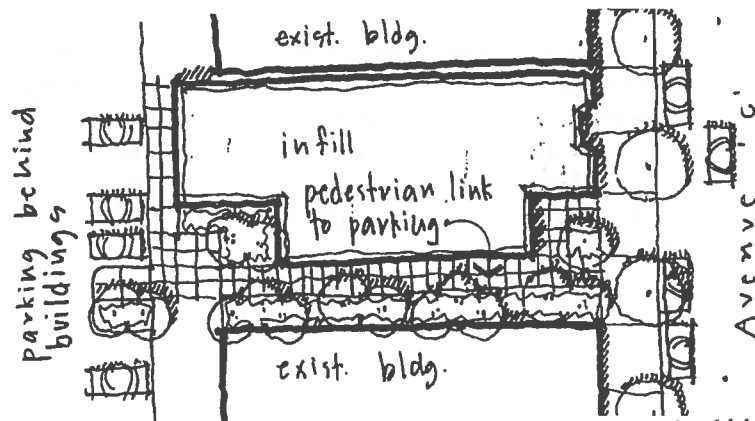
Redevelopment of a part of Avenue 'D' is not the only action needed to enhance the entry to the West End. The necessary improvements to the backs and sides



of buildings surrounding this intersection, as well as the expedited renovation of the Chief Theater, are encouraged by this plan.

Patterns of land use in the West End are typical of a traditional downtown. Of all the business districts in Cloquet, this is where activities should be most mixed; therefore, any number of uses might be a part of the street experience. No change to this pattern is needed, but the encouragement of upper level residential uses will add vibrancy to the district. The introduction of galleries, small specialty shops and eating establishments will also bring life to the district at times when normal professional and business services (a mainstay of the district) are not at their peak. **Mix of Uses**

Since Avenue 'C' is so well defined by buildings in the West End, the lack of a building anywhere along its length in the district detracts significantly from the district as a whole. At the east end of the district, a white metal panel separates the street from an "empty" lot. This site should be redeveloped with a building that fits the character of the West End, but the opportunities presented by the gap that exists must not be overlooked. Parking developed at the rear of the buildings in this area could be accessed by a walkway alongside the new infill development. **Infill**



Buildings in the West End should be continuous and immediately behind the sidewalk. Gaps might occur where pedestrian connections are made between sidewalks and parking areas behind buildings.

To initiate the plan for the West End, business and property owners should be encouraged to invest in this stock of buildings, upgrading building infrastructure and the facades. Rather than redevelopment, the creation of infill and renovation projects is more appropriate — matching the urban pattern and character of the district instead of attempting to replicate the contemporary development patterns found along the highway.

The West End, according to this plan, will include the following patterns:

Pattern Summary

- Use: small/specialty retail; personal and business services; galleries, crafts and decorative arts; home furnishings and decorating; eating establishments; lodging; office; upper level residential
- Market: primary and secondary
- Buildings: historical restoration and preservation encouraged; two story required
- Orientation: primary building axis perpendicular to street
- Circulation: pedestrian



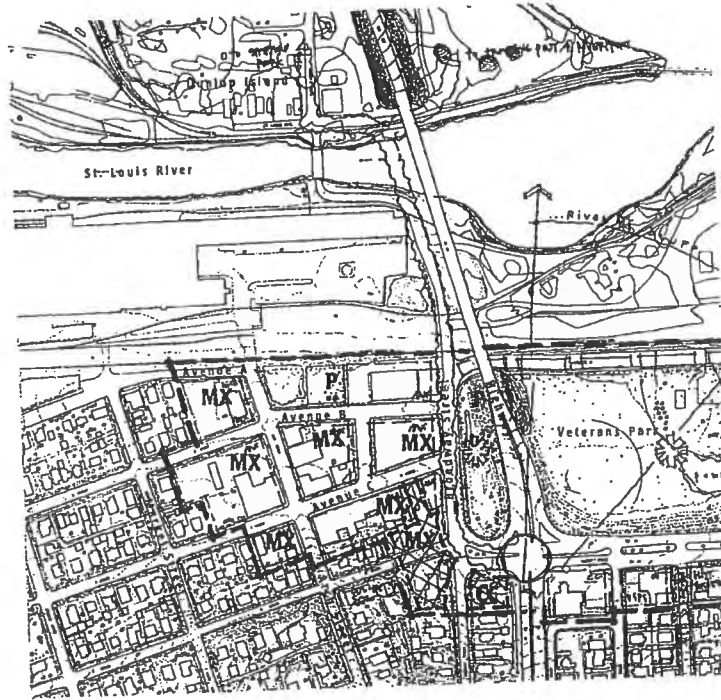
Strategies, Actions and Outcomes The following strategies are recommended for the West End's revitalization according to this plan:

Strategy: Invest in properties that are underutilized or undervalued to raise the standards of the district or to provide new opportunities for business.
Actions: Identify key sites for reinvestment and/or acquisition according to the patterns of the plan.
Establish financial tools to aid in the redevelopment or renovation of the key sites.
Outcome: Highly valued and productive uses on all available land in the West End district.

Strategy: Invest in existing buildings to create space for new businesses or to help existing businesses prosper.
Actions: Adopt the design guidelines portion of the community revitalization master plan.
Require that developers seeking public assistance in their projects meet the intentions of the design guidelines.
Establish a loan program to assist developers in storefront and building infrastructure renovations.
Establish a review process to ensure compliance with the design guidelines.
Outcome: Preservation of Cloquet's older buildings in a well-maintained condition suitable for conduct of a contemporary, productive business.

Strategy: Enhance the entry to the West End from Highway 33 to be more attractive and inviting.
Actions: Vacate a portion of the Avenue 'D' right-of-way and restructure traffic movement with a cul-de-sac approached from the west.
Combine the vacated right-of-way with adjacent parcels to create a significant development opportunity.
Market the combined site to a developer willing to create a building of substance and character.
Assist, to the degree possible, in the expedited renovation of the Chief Theater.
Outcome: An entry to the West End that is active (not parking lots) and attractive, using buildings to screen the back sides of existing buildings.





The development framework for the West End district shows an enhanced entry from Highway 33 and intends a nearly continuous wall of buildings at the edge of the sidewalk.

Use	
R	Residential
CC	Community Commercial
RC	Regional Commercial
MX	Mixed
O	Office
LI	Light Industrial
CI	Civic-Institutional
P	Parks and Open Space
Pattern	
	Development Opportunity
	Parkway
	Enhanced Streetscape
	Remnant or Reclaimed Forest
	Focal Intersection
	Community Focal Point
	District Boundary

FRAMEWORK DEFINITIONS

Use	Pattern
<p>Residential Single or multiple family dwellings</p>	<p>Development Opportunity Underutilized sites; sites with use conflicts; high community value sites; sites that may change as a result of the actions of this plan</p>
<p>Community Commercial Commercial and service activities focused on local market; locally-owned or operated enterprises (including franchises)</p>	<p>Parkway Streets that reflect the larger Cloquet landscape, create continuity through a district, or form connections to significant community features</p>
<p>Regional Commercial Commercial and service activities focused on regional market; franchises, chain stores (including corporate and locally-operated enterprises)</p>	<p>Enhanced Streetscape Urban features (street trees, lighting, signage, sidewalks) to create continuity and definition of a district</p>
<p>Mixed Retail or office at street level, with office or residential occupying upper levels</p>	<p>Remnant or Reclaimed Forest Landscape features (especially pines and aspen) on unused or un-useable portions of a site or right-of-way</p>
<p>Office Office or professional services</p>	<p>Focal Intersection Locations of enhanced landscaping, signage or other features at significant crossing or intersections, typically at a signalized intersection</p>
<p>Light Industrial Smaller scale "clean" production activities, no outside storage, limited large vehicle deliveries, a portion of the building dedicated to office use</p>	<p>Community Focal Point Sites or facilities that are recognized as true community resources or features</p>
<p>Civic-Institutional Municipal, county, regional, state or federal agencies; schools, churches, museums</p>	<p>District Boundary Design Guidelines apply to new development and changes to existing development within each District Boundary</p>
<p>Parks and Open Space parks and public gathering spaces</p>	

see page 35 for definitions



Cloquet Avenue and West End Special Service District

The best efforts of any actions will be diminished or lost if the environment is not well cared for. Consistent cleaning of streets and sidewalks and timely removal of snow, unified seasonal decorations and other maintenance practices, and even the creation and maintenance of common parking areas, are often best conducted through a vehicle such as a special service district. Even if most businesses are dedicated and follow through consistently in these areas, it is the one or two businesses that never perform these tasks that detract from the whole. It will take a united effort on the part of business and land owners to initiate a special service district; the owners impose this practice on themselves (it cannot be forced upon the owners by the city).

Many downtown areas have realized the benefit of a special service district, and many cities have supported businesses in their efforts in establishing these districts. The businesses enjoy more attentive maintenance that is guided by their needs, and cities may be relieved of the more intensive maintenance these areas require. Citizens also enjoy benefits from a special service district created for maintenance of a downtown area: the costs to the city's general fund are typically eliminated or dedicated to other purposes.

The details of such a district are discussed in the section on "Tools."



INFORMATION BRIEF
Research Department
Minnesota House of Representatives
600 State Office Building
St. Paul, MN 55155

Andrew Biggerstaff, Legislative Analyst
andrew.biggerstaff@house.mn
Deborah A. Dyson, Legislative Analyst
deborah.dyson@house.mn

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City Special Service Districts

One way for a city to provide an increased level of service or infrastructure to its commercial or industrial areas is to create “special service districts.”¹ Special service districts (SSDs) are established at the request of the persons who will pay for the increased level of service. Since the early 1980s, individual cities have been authorized to set up these districts. Since 1996, cities have had general law authority to create SSDs. This information brief describes the history of the law authorizing special service districts, the requirements of the law, and provides a few examples of the use of SSDs.

What are special service districts?

A special service district is “a defined area within the city where special services are rendered and the costs of the special services are paid from revenues collected from service charges imposed within that area.”² An SSD may be established anywhere in a city but only business property (i.e., commercial, industrial, utility, or land zoned for commercial or industrial use) will be subject to the service charge. SSDs are commonly used in areas with a concentration of retail stores.

¹ Towns and counties may also do this by establishing “subordinate service districts” under [Minnesota Statutes, chapters 365A and 375B](#). While very similar to city special service districts, subordinate service districts are not discussed in this information brief. See the House Research publication, *Subordinate Service Districts*, January 2014.

² Minn. Stat. § 428A.01, subd. 4.

Copies of this publication may be obtained by calling 651-296-6753. This document can be made available in alternative formats for people with disabilities by calling 651-296-6753 or the Minnesota State Relay Service at 711 or 1-800-627-3529 (TTY). Many House Research Department publications are also available on the Internet at: www.house.mn/hrd/.

In 1983, Bloomington became the first city authorized to establish an SSD.³ Bloomington's special law became the basis for later special laws and then the general law. In 1988, the elements of the special laws were codified as *Minnesota Statutes, chapter 428A*. However, a city still needed special legislation to authorize it to use *chapter 428A*. In all, 26 cities have been authorized to establish SSDs by special legislation, and in some cases, more than once. Not all cities authorized to establish SSDs have done so.

In 1996, the statute was amended to permit any statutory or home rule charter city to establish an SSD by ordinance, without requiring special legislation. This authority originally expired in 2001, but has been extended several times, most recently to 2028. After June 30, 2028, cities will need special legislation to establish SSDs.⁴

What kinds of services may be provided in an SSD?

The city ordinance establishing the SSD specifies what services may be provided. In general, the services are those:

- not ordinarily provided throughout the city from general fund revenues of the city, or
- provided at an increased level than for the rest of the city.⁵

Special services authorized in some city ordinances have included street and sidewalk cleaning, snow and ice removal, lighting, signage, parking, parking enforcement, marketing and promotion, landscaping, and security. They may also include capital improvements authorized in the special assessment statute.

How is an SSD established?

An SSD may be established only if a petition by a certain percentage of potentially affected property owners is filed and the city adopts an ordinance to establish it.

Petition. An SSD may be established by petition by the owners of 25 percent or more of the land area that would be subject to the charges *and* either (i) owners of 25 percent or more of the net tax capacity of property that would be subject to the charges, or (ii) owners, individuals, and business organizations that would be subject to 25 percent or more of a proposed charge.⁶

Ordinance. If a petition is filed, the city may prepare an ordinance that describes the specific area and lists the services to be provided. The city must notify all business owners in the area prior to the hearing, with information on the nature of the proposed services, an estimated cost of

³ Laws 1983, ch. 361, §§ 2 to 12.

⁴ Minn. Stat. § 428A.101.

⁵ Minn. Stat. §§ 428A.01, subd. 3; 428A.02, subd.1.

⁶ Minn. Stat. § 428A.08.

improvements, and the amount of the proposed service charges.⁷ The effective date must be at least 45 days after the city adopts the ordinance.⁸ The city must hold a public hearing on the proposed ordinance.⁹ An existing district may be enlarged following the notice and public hearing requirements for establishing a new district.¹⁰

Objections. Potentially affected property owners may testify at the hearing. They may also object in writing, and if the city agrees, the property may be excluded or the ordinance itself may be delayed. If the city does not agree, the property owner has 30 days to appeal to district court, which may affirm, modify, or cancel the city's determination.¹¹ The proposal can be effectively vetoed if owners of 35 percent or more of the land area that would be subject to the charges *or* owners, individuals, or business organizations subject to 35 percent or more of the charges file an objection to establishing the district before its effective date.¹²

Advisory board. The city council may create an advisory board for each special service district in the city to advise the governing body in connection with the construction, maintenance, and operation of improvements, and the furnishing of special services in a district.¹³

How are the services financed?

Businesses in the district pay for the increased level of services through service charges.¹⁴ The charges must be proportionate to the costs of the services and may be collected through the property tax collection system or through other means if so provided by the ordinance. If the service charge is based on net tax capacity, exempt property is exempt from the service charge. Service charges are not included in calculating levies for purposes of any other law related to levies. The fees may be used to pay off general obligation bonds issued by the city for the capital improvements made in the service district under the ordinance. Bonds issued for service district purposes do not require an election.¹⁵

How many cities have established SSDs, and how much money is collected?

Since 1996, each city with an SSD is required to submit the SSD ordinance to the Commissioner of Revenue.¹⁶ However, the commissioner is not required to do anything with the ordinances

⁷ Minn. Stat. § 428A.02.

⁸ Minn. Stat. § 428A.09, subd. 1.

⁹ Minn. Stat. § 428A.03, subd. 1.

¹⁰ Minn. Stat. § 428A.04.

¹¹ Minn. Stat. § 428A.02, subd. 5.

¹² Minn. Stat. § 428A.09.

¹³ Minn. Stat. § 428A.07.

¹⁴ Minn. Stat. §§ 428A.02, subd. 3; 428A.05.

¹⁵ Minn. Stat. § 428A.06.

¹⁶ Minn. Stat. § 428A.02, subd. 1, added by Laws 1996, ch. 471, art. 8, § 5.

filed and there is no penalty for not filing. The data is not identified separately in any financial report to the state. With no effective statewide reporting, it is difficult to know how many SSDs have been established or how much money is collected for SSD purposes statewide. In addition, due to the method of imposing the charges and the lack of effective reporting, these dollars are not included in analyses of overall tax burdens.

The following is a list of some cities that have information about their SSDs on their websites.

- *Crookston*: 1991, to fund downtown storefront improvements; and 1997, to fund citywide flood control
- *Duluth*: 1993, to fund enhanced services and programs, with the goal of improving the safety, cleanliness, and economic vitality of the downtown waterfront
- *Mankato*: 1998, to provide and maintain free parking facilities for customers of businesses in district
- *Minneapolis*: 18 districts as of 2014 (two are inactive), to provide decorative lighting, banners, security, cleaning, snow and ice removal, and landscaping (varies by district)
- *New Ulm*: 1985, to provide free on-street and off-street parking
- *Rochester*: 2005, to fund marketing, physical enhancements, and promotion of special events within the district
- *Saint Louis Park*: Six districts as of 2014, to provide general upkeep, snow removal, landscaping, lighting, banners, and waste removal

For more information about special districts, visit the local government area of our website, www.house.mn/hrd/.