

DRAFT

Implementation Actions Report 2018

Annual Policies and Strategies update of the 2035 Comprehensive Plan



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CITY COUNCIL
PLANNING COMMISSION
COMMUNITY PLANNING STAFF
IMAGINE DULUTH 2035 VISION COMMITTEE
DULUTHIANS

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INTRODUCTION



During the engagement process of Imagine Duluth 2035, it was highlighted that the City be required to annually report back to the community in regards to changes and progress made on the plan. In order to ensure government accountability and to respect the input received from community members, the Metrics & Measurements chapter of the Comprehensive Plan outlined the need to report back on identified indicators, other periodic demographic information, and implementation actions. This Implementation Actions Report 2018 is part of our annual reporting efforts and includes a set of matrixes that showcase the status of each policy and strategy laid out in the plan. However, this specific report does not include the periodic demographic information or the identified indicators requested in the 2035 Comprehensive Plan update.

The periodic demographic information prescribed in the Metrics & Measurements chapter includes: population and age-related demographics, density information—specifically in the Core Investment Areas, development information in floodplains (housing units, commercial areas, etc.), and information on public transit. This information was outlined in the plan to be included in the annual report on a periodic or as needed basis. It was identified that for the 2018 report, the periodic demographic information was not necessary to include, largely due to timing issues and lack of information. Substantial information is still needed to report back on Core Investment Areas because the City is still in the process of identifying these areas with stakeholders and community members. Additionally, the City has identified the need to increase staff capacity in the near future by hiring a Transportation Planner position which would allow for an influx of more sophisticated transportation planning information. In short, the periodic demographic information will be included in later annual reports once more information becomes available. The other component called for in the Metrics and Measurements chapter, Identified Indicators, is in a separate report from this publication but remains part of our annual reporting efforts.

That being said, this Implementation Actions Report 2018 consists of a chart showing the Plan's Governing Principles and six topic matrixes, including: Economic Development, Energy & Conservation, Housing, Open Space, Transportation, and Transformative Opportunities. These six topics were taken directly from chapters in Imagine Duluth 2035 and organizes all of the Policies and Strategies so we as a City and community can gauge how far along we are in implementing the plan. More specifically, the matrixes show the implementation status and the specific actions that have taken place thus far. Each Matrix follows the same key in order to maximize clarity in how we are executing the plan. The key, which is located on the first page of each matrix topic, gives explanation to the use of color gradient, symbol, and text transparency. The color or shade of grey in the 'Status' column is used to indicate how far implemented that specific strategy is. The darker the color means more implementation actions have occurred. In that same 'Status' column you will find 1-3 circles, which symbolize the timeline for the strategy. 1 circle indicates 0-5 years, 2 circles indicate 5-10 years, and 3 circles indicates 10+ years for implementation to take place. Lastly, there are two variations of text transparency in the 'Actions' column. A darker, regular shade of text indicates

actions that are currently taking place or have already occurred. A lighter, more transparent shade of text indicates actions that are intended or that were proposed in Imagine Duluth 2035, but not yet implemented. This was done to differentiate the types of actions listed but also to remind ourselves what actions were initially laid out in the original plan document. The image below is of the Matrix Key that can be found on the first page for each matrix topic.

Matrix Key				
Implementation Level (Status):		Timeline (Status):		Text (Actions/Parties):
	Indicates extensive action	○	0-5 year timeline	Completed/Progressing
	Indicates moderate action	○○	5-10 year timeline	Intended/Future
	Indicates minimal or no action	○○○	10+ year timeline	

This Implementation Actions Report 2018 is the first of many. As time moves forward and more actions have taken place to implement the plan, these matrixes will become richer in information and essentially, more filled out. Furthermore, these matrixes are not only tools to help communicate our progress but also a means to help prioritize our course of implementation along the way to 2035.





ACRONYMS LIST

ARDC	Arrowhead Regional Development Center
CPBA	Canal Park Business Association
CS&I	Construction Services and Inspections
DAA	Duluth Airport Authority
DECC	Duluth Entertainment Convention Center
DEDA	Duluth Economic Development Authority
DNAP	Duluth Natural Areas Program
DPD	Duluth Police Department
DSPA	Duluth Superior Port Authority
DTA	Duluth Transit Authority
ECO3	Ecolibrium 3 (Nonprofit)
GDC	Greater Downtown Council
HPC	Historic Preservation Commission
HRA	Housing and Redevelopment Authority
HTAC	Harbor Technical Advisory Committee
IFBRP	Irving Fairmount Brownfield Redevelopment Plan
LISC	Local Initiative Support Corporation
LPBG	Lincoln Park Business Group
LSC	Lake Superior College
MNDOT	Minnesota Department of Transportation
PC	Planning Commission
PED	Planning and Economic Development
PFM	Public Facilities Management
PW	Public Works
UDC	Unified Development Chapter
WFD	Work Force Development
WLSSD	Western Lake Superior Sanitary District

GOVERNING PRINCIPLES

GOVERNING PRINCIPLES	Identified with Economic Development	Identified with Energy & Conservation	Identified with Housing	Identified with Open Space	Identified with Transportation
1. Reuse previously developed lands	✓		✓	✓	
2. Declare the necessity and secure the future of undeveloped places				✓	
3. Support existing economic base	✓				
4. Support economic growth sectors	✓				
5. Promote reinvestment in neighborhoods	✓		✓		
6. Reinforce the place-specific			✓	✓	
7. Create and maintain connectivity					✓
8. Encourage mix of activities, uses, and densities	✓		✓		
9. Support private actions that contribute to the public realm	✓				
10. Take actions that enhance the environment, economic, and social well-being of the community	✓	✓		✓	✓
11. Consider education systems in land-use actions			✓		
12. Create efficiencies in delivery of public services		✓			✓
13. Develop a healthy community	✓		✓	✓	✓
14. Integrate fairness into the fabric of the community	✓		✓	✓	✓



MATRIX TOPICS

Economic Development

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Economic Development Mission				
Duluth's economic environment will advance the success and health of our community by promoting growth through an expanded tax base and the creation of new jobs and innovative ideas				
Policy (ED1)				
Invest in people to increase employees' skills, ensure workforce availability for employers, and promote income self-sufficiency				
Strategy	Description	Parties	Actions	Status
ED1.1	Enhance programs to provide job training for historically disadvantaged residents, while continuing to identify and understand employment barriers and new opportunities for collaboration.	WFD LSC	Emphasis and recruitment in construction field: • Construction Industry job fair anticipating new investments • Benefit agreement in partnership with Lake Superior College	○
ED1.2	Coordinate resources and partnerships to develop new employment pathways in existing and emerging employment sectors; seek opportunities for new business incubators.			
ED1.3	Collaborate with K-12, higher education, business, and other partners to develop an improved understanding of career paths to maximize opportunities for young people in the city.			
ED1.4	Establish new mentorship programs more closely aligned with high school and higher education; foster opportunities for apprenticeships and entry-level job training.			



ED1.5	Encourage entrepreneurship by high school and college graduates seeking to remain in Duluth after graduation; aggressively market local job opportunities through partnerships with schools. Consider incentives to help young people strengthen ties to the community.			
ED1.6	Create new housing to meet the needs of the city's workforce, in locations to minimize the complexity and length of commute and maximize access to amenities and services. Promote the value of the high quality of life provided to employees by living in Duluth.	PED WFD	Identify strategies and resources: • Conversations with major employers such as Cirrus/AAR on recruitment of new employees	oo
ED1.7	Coordinate priorities with the Duluth Workforce Development Board to implement strategies that strengthen the workforce development system.			
Policy (ED2)				
Foster growth of existing employers and strategically recruit new employers to Duluth				
Strategy	Description	Parties	Actions	Status
ED2.1	Prioritize redevelopment efforts in the Core Investment Areas. Encourage collaboration between existing businesses in individual Core Investment Areas to support increased business activity overall and to improve its aesthetic and social environment. Recognize Core Investment Areas as hubs of the sharing and remote-work economy.	PED Engineering	Begin identifying sites for CIAs and discuss opportunities with current property owners: • Mall Area and Spirit Valley reinvestment opportunities identified	o
ED2.2	Develop a strategic list of infrastructure investments anticipated to maximize opportunities and spur new private sector investment within Industry and Commerce Priority Areas.	PED GDC CPBA	Develop range of funding strategies to support reinvestment: • Examine downtown waterfront investment opportunities • Phase I public infrastructure plan analysis	oo
ED2.3	Evaluate standards for micro-enterprise around new and emerging technology, including businesses that start in homes and garages; collaborate to expand financial tools to assist such businesses seeking growth opportunities.			
ED2.4	Conduct site assembly strategically, whether advancing specific city policy goals or assisting businesses with expansion or relocation.			



ED2.5	Seek further funding for cleanup of contaminated sites to enhance brownfield redevelopment in the city; prioritize brownfield sites close to or in Core Investment Areas or adjacent to significant infrastructure.	PED	Utilizing EPA assessment program to complete phase I and II level assessments for redevelopment sites • Submitted new grant application for assessments	○○
ED2.6	Ensure high-speed broadband availability citywide to foster growth of existing and new employers, with initial priority in Core Investment Areas.			
ED2.7	Promote opportunities for easing travel for employees to and from Duluth, especially via initiatives such as the Northern Lights Express and through air service to key Great Lakes regional destinations like Chicago or Toronto.	DAA DEDA	• Seeking new air service; adding direct service to Nashville	○
Policy (ED3)				
Build on existing economic strengths & competitive advantages				
Strategy	Description	Parties	Actions	Status
ED3.1	Promote employer expansions that include job growth, as well as new commercial and industrial development, to support and enhance the level of activity in the Industry and Commerce Priority Areas.			
ED3.2	Coordinate with major institutions, including hospital and university campuses, to plan for their growth, minimize development impacts, and provide for stability and livability for the campuses, their employees, and surrounding neighborhoods.	PED	• Medical district planning- after construction, phase work with institutions to identify potential sites • Develop preliminary list of sites for redevelopment	○○
ED3.3	Support the work of the Duluth Seaway Port Authority and Duluth Airport Authority to maximize opportunities for economic growth on and around port and airport properties, consistent with their respective priorities.			
ED3.4	Create a menu of options and next steps to encourage redevelopment of short-term priority sites.	PED	• Create new policy with TIF and tax statement • Create menu of non-financial incentives, free investments	○
ED3.5	Collaborate with partners to publicize and regularly update inventory of available land, sites, and buildings.			



ED3.6	Support re-emerging economic opportunities for Duluth, including craft-related industry, in appropriate locations.			
ED3.7	Analyze commercial market demand and best practices to determine options for expansion of neighborhood serving uses in nodes accessible by transit, as well as in the city center where skyways create two levels of potential commercial activity.			
ED3.8	Plan for access between key transportation corridors and Industry and Commerce Priority Areas, including through preservation or use of currently vacant or underutilized rights-of-way.			
ED3.9	Encourage expansion of the city's tourism economy through efforts to expand in areas of current activity, such as in Canal Park, but also through marketing and investment in destination neighborhoods and iconic tourism experiences unique to Duluth.	PED DECC Visit Duluth DSPA	• Identify temporary and permanent locations of intake center for cruise ships to visit port • 2020 ship visit planning	○
Policy (ED4)				
Embrace the outdoors as an economic engine and source of community wealth				
Strategy	Description	Parties	Actions	Status
ED4.1	Promote and develop access to parks and open space by employers and employees.	PED Parks Engineering	• Implementation of IFBRP plan in Irving neighborhood	○
ED4.2	Clearly delineate and publicize the federal navigation channel; encourage recreational use of Lake Superior and the Estuary when appropriate in coordination with partners.			
ED4.3	Identify growth sectors of the tourism economy, such as bird watching, fall colors tourism, and cold-season outdoor community events. Preserve and promote the economic benefits of both passive and active recreational tourism opportunities.			
ED4.4	When considering sale of public lands for economic development purposes, first consider economic value of such lands as an outdoor asset.			
ED4.5	Give consideration and support to new tourism and recreation related industries and businesses.			



Policy (ED5)				
Effectively coordinate marketing, communication, and the City's image				
Strategy	Description	Parties	Actions	Status
ED5.1	Publicize city business retention practices and outcomes, including through annual reporting to the community. Continue collaborations with local and regional partners to prioritize and publicize such efforts.	PED DSPA WFD Chamber of Commerce External partners	• Develop program of BRE team for visitors major and mid level employers in key business sectors to learn employer and business needs • Develop list of top tier businesses to visit on a regular basis	○
ED5.2	Promote businesses in the city's overall wayfinding effort to encourage commerce, especially to neighborhood business nodes within Core Investment Areas.			
ED5.3	Expand partnerships to promote the arts and additional cultural offerings.			
ED5.4	In coordination with the Duluth Indigenous Commission, encourage multi-lingual signage, particularly in the Ojibwe language, at local businesses interested in participating.			
ED5.5	Evaluate neighborhood centers with a unique cultural heritage, such as Duluth's "Little Italy," for greater historical recognition and as places of economic opportunity.			
ED5.6	Publicize the attributes of Duluth's redevelopment and opportunities for business growth. Provide emphasis on the city's competitive advantages, such as its access to regional transportation, climate-resilient location, well-educated workforce, and high levels of amenities.			
ED5.7	Catalogue condition and classification of commercial and industrial buildings in the city. Craft partnerships with development organizations to promote the value of energized buildings in industrial areas. Work with property owners and businesses to consider overall community aesthetics. Incentivize blight removal, even in industrial areas, and building/site maintenance.			



ED5.8	Consider opportunities to develop neighborhood-oriented Business Improvement Districts (also called Special Service Districts) in Core Investment Areas with leadership provided by neighborhood business leaders.			
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Energy & Conservation

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Energy & Conservation Mission				
Duluth will invest in a healthier, more resilient community by using energy more efficiently and reducing green house gas emissions				
Policy (EC1)				
Increase community involvement in decisions about energy and infrastructure investments				
Strategy	Description	Parties	Actions	Status
EC1.1	Annually benchmark and publish citywide energy use and emissions by source (ex: residential, commercial, industrial, healthcare, higher education, etc.) and type of utility including a metric to track change over time, such as total energy use per resident.	PFM	• Create Climate Sustainability and Resiliency Commission with reporting requirement to the community • Develop ordinance for new commission: #19-008-0	○
EC1.2	Educate the community about the financial, social, and environmental costs and benefits of different energy sources, and how energy use relates to land use patterns.			
EC1.3	Organize an annual forum to engage surrounding municipalities and nearby tribes regarding regional resiliency and to share innovative projects and best practices for energy and conservation policies.			



EC1.4	Acknowledge Indigenous Peoples' sacred and longstanding ties to the earth and their role as protectors of the environment and consult with tribal leaders and the Indigenous community about a shared energy future.			
Policy (EC2) Provide incentives for developers to encourage green buildings and renewable energy use in new residential and commercial buildings				
Strategy	Description	Parties	Actions	Status
EC2.1	Establish clear guidelines for green building and solar ready development in all zoning districts where solar is a permitted use, including guidelines for solar easements.			
EC2.2	Revise the sustainability points system in the UDC by increasing the minimum point value requirements, and adjust the point values of individual actions to encourage more green buildings and more buildings built solar-ready or with solar or other renewable energy sources already installed.	PED CS&I	• Provide report on analysis of type of point modification • Draft report will provide future language for UDC	○
Policy (EC3) Incentivize commercial, anchor institutions, and large residential building/facility owners to reduce energy use and increase energy efficiency in existing buildings/facilities and community gathering spaces				
Strategy	Description	Parties	Actions	Status
EC3.1	Incentivize building owners to voluntarily benchmark and publish building energy use by establishing a city-wide recognition program to promote energy efficient buildings/businesses and buildings/businesses that significantly increase energy efficiency over time.			
EC3.2	Update the UDC to offer incentives for cool surfaces like reflective roofs, green roofs, cool pavement, and ground surfaces.			
EC3.3	Develop a policy for energy efficient outdoor lighting, such as LED, on public and private property and streets, while ensuring lighting doesn't negatively impact the aesthetics and quality of life of the city.	PED PFM	• Finalize policy from pilot project to develop standard for residential areas • Modify the UDC	○



EC3.4	Identify and promote opportunities and incentives for commercial building owners and commercial tenants to affordably invest in renewable energy.			
Policy (EC4)				
Incentivize households and landlords to reduce energy use and increase residential energy efficiency				
Strategy	Description	Parties	Actions	Status
EC4.1	Partner with local utilities to encourage residential customers to reduce energy use by providing information about how customers' utility use compares to their neighbors' utility use.			
EC4.2	Prioritize residential energy efficiency retrofit programs and projects using housing rehabilitation funds for low- to moderate-income residents.	PED PW	• Work with Eco3 to fund program	○
EC4.3	Work with community partners and water, gas, and electric utilities to compile and widely publicize a list of energy efficiency resources for residents such as, rebates, low interest loans, and affordable energy retrofit programs, and update annually.	PED PW	• Support and publicize energy expo within the City of Duluth • Market event and information well for easy access	○
EC4.4	Identify and promote opportunities for landlords, residential tenants, and homeowners to affordably invest in renewable energy.			
Policy (EC5)				
Encourage community-wide investment in appropriate local renewable energy sources including solar, wind, and biomass				
Strategy	Description	Parties	Actions	Status
EC5.1	Develop City-owned renewable energy resources to offset consumption and invest in renewable energy sources whenever feasible, seeking out opportunities to invest in partnership with private and nonprofit sector institutions and businesses.			



EC5.2	Identify wind and solar energy resources within the City, and revise the UDC and zoning code to enable development where land uses and natural resources do not conflict with other land uses, including otherwise unusable locations such as brownfield, closed landfills, and rooftops, and limit development where wind and solar resources are insufficient for capture or land use conflicts too great.	PFM PED	• Conduct feasibility analysis of public sites for use of brownfield/USS, Lepak site and plan tree farm- resulting in a report	○○○
EC5.3	Prioritize diversifying energy sources when considering energy investments, including supporting local energy production and storage and community owned power.	PFM PW	• Analyze potential of micro power grid at Lakewood Treatment Center- resulting in financial feasibility report	○
EC5.4	Work with utility providers, low-income community members, and low-income service providers and coalitions to identify how to better provide reasonable access to clean energy and relief of energy burdens for low- to moderate-income community members.			
Policy (EC6)				
Adopt energy efficiency and energy saving targets for City owned facilities and City operations				
Strategy	Description	Parties	Actions	Status
EC6.1	Finalize and adopt a corporate City energy plan, including an annual City of Duluth GHG emissions reduction of at least 2.5%.	PFM	• Draft a plan for adoption by City Council- resulting in resolution of adoption	○○
EC6.2	Require annual public reporting of corporate city energy use and emissions.	PFM	• Publish data from energy manager software regarding all city buildings	○
EC6.3	Develop a policy that explicitly prioritizes energy efficiency upgrades and repairs in the course of maintenance and operations of City-owned properties and City-operated facilities, including energy conservation measures such as low-flow faucet aerators and LED light bulbs.			
EC6.4	Develop criteria for continued investment in City-owned facilities that prioritizes energy efficiency as well as community use and social value, in order to equitably manage the facilities and have transparency in decisions to disinvest in facilities.	PFM	Use data to support decision making: • Using energy management software, analyze the ROI on needed repairs versus potential energy savings and property asset management • Plan potential site analysis of Duluth Heights Community Center	○○



Policy (EC7)				
Increase efficiency of utilities and services				
Strategy	Description	Parties	Actions	Status
EC7 .1	Work with Comfort Systems to increase energy efficiency to 1.5% annually from the 2007 state mandate of 1% and report annually on its progress.			
EC7 .2	Regularly assess and repair water system leaks with the newest technologies and upgrade old pumps and motors with newer, more efficient versions during planned replacements, in order to reduce the amount of water lost through leaks to less than 10%.			
EC7 .3	Conduct a study to determine the best investment in the steam plant, which considers options such as retrofitting for the use of cleaner fuel sources or decommissioning, and adopt a plan to reduce emissions from the steam plant by at least 50% over 30 years.			
EC7 .4	Work with Western Lake Superior Sanitary District (WLSSD) to implement a curbside pickup composting program and sell the resulting compost using a sliding scale fee structure to increase low to moderate income community member's access to food growing resources.			



Housing

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Housing Mission				
Housing in Duluth will promote the essential character of its neighborhood while providing desired, safe, clean, and equitable living space for all members of the community				
Policy (H1)				
Increase density in and around the designated Core Investment Areas				
Strategy	Description	Parties	Actions	Status
H1.1	Promote infill development with a mix of densities appropriate to the context of the surrounding neighborhood.	PED	• Currently updating code for redevelopment of small lots with the possibly for adding tiny homes	○
H1.2	Encourage and incentivize live/work opportunities.			
H1.3	Explore opportunities to increase amenities to create livable and walkable neighborhoods.			
H1.4	Focus on creative housing options of a non-traditional neighborhood design, such as homeownership through dense attached or detached single-family housing development fronting a pedestrianized street.			
H1.5	Create walk-to-work incentives for employers to support housing near employment centers.			
Policy (H2)				
Provide affordable, attainable housing opportunities				
Strategy	Description	Parties	Actions	Status
H2.1	Establish new parameters and a framework for communication and collaboration for financing new rental housing and additional homeownership in the community.	PED	• Update tax abatement policy and develop local program for tax incentive to maintain affordable units • Researching Minneapolis model	○



H2.2	Align funding, resources, and zoning to implement reinvestment area goals.	PED LISC External Partners	• Focus rehabilitation actions in Strategic Investment Areas (Hillside and Lincoln Park) • Developing fund with progress parameters with CIT	○
H2.3	Develop a cost-effective strategy for housing replacement and reinvestment that includes a variety of housing types and encourages homeownership.			
H2.4	Catalog available lots and develop a schedule for development phasing. Bring new development sites online only after existing lots are developed.			
H2.5	Foster opportunities for creative housing types and concepts, including tiny houses, townhomes, housing for individuals in Duluth on a temporary basis, and passive energy homes.			
H2.6	Continue to adjust applicable UDC criteria for housing development to encourage innovation and to simplify and accelerate the development process.		Underway, see H1.1	○
Policy (H3)				
Prioritize inclusive housing policies to reflect the city's social, cultural, economic, and historic diversity and development patterns				
Strategy	Description	Parties	Actions	Status
H3.1	Plan for a mix of housing types in all neighborhoods, available to a variety of income levels, including a prioritization for housing with ADA accessible design.			
H3.2	Actively enforce anti-discrimination laws and act to promote fair housing practices in coordination with the Human Rights Officer.	Human Rights Office	New program actions progressing	○
H3.3	Promote housing and neighborhood design that encourages safety, supports interaction between neighbors, fosters a sense of community, and reduces social isolation.			
H3.4	Prioritize opportunities for permanent affordability, including affordable ownership programs, in neighborhoods throughout the city.			



Policy (H4)				
Improve the quality of the city's housing stock and neighborhoods				
Strategy	Description	Parties	Actions	Status
H4.1	Reduce slum and blight conditions by promptly addressing vacant structures, strategically razing blighted buildings, and promoting the use of high quality materials in new construction.	PED St. Louis County	Actively razing blighted structures through the SLC TF process	☐
H4.2	Promote and curb appeal of neighborhoods, with consideration of elements such as lighting, trees and boulevards, streets and sidewalks, and well-maintained structures			☐
H4.3	Seek new sources of funding to increase resources dedicated to construction of new housing and renovation of existing housing throughout the	PED HRA	- Identify properties in Strategic Investment Areas - Create housing trust fund and leverage the sources	☐
H4.4	Continue to expand enforcement of the adopted housing and property maintenance codes, with a focus on rental housing. Evaluate measures to expand penalties for non-compliant properties.	PED Life Safety External Stakeholders	- Create rental inspection incentives program by researching other municipalities' "Gold Star Landlord" programs - Establish new code criteria to reflect enforcement program	☐
H4.5	Encourage healthy and safe housing that provides high indoor air quality, noise protection, and is free of hazardous materials and conditions.			☐
H4.6	Consider programs to support contractors, including contractor capacity-building programs to encourage business growth that will be supportive of new housing options.			☐
Policy (H5)				
Expand the cohesiveness of "One Duluth" by expanding a variety of housing opportunities throughout the city while maintaining unique community characteristics within distinct individual neighborhoods				
Strategy	Description	Parties	Actions	Status
H5.1	Proceed with implementation of neighborhood plans and other neighborhood initiatives previously adopted.			☐
H5.2	Continue collaboration between neighborhoods and the Duluth Police Department using the community policing model to enhance safety within the community.	DPD		☐



H5.3	Support platforms, whether physical or electronic, public or private, institutional or informal, that encourage neighborhood events, activities, and communication.	PED HRA Eco3	Establishing an electronic platform for evaluation of neighborhood communication regarding housing quality	○
H5.4	Expand opportunities for temporary and permanent installations of art of all types in neighborhoods.			
H5.5	Expand partnerships with St. Louis County to evaluate and develop tax forfeit lands in appropriate locations for housing.	PED LISC External Partners St. Louis County	• Develop process for targeting lots or structures for new or redevelopment • Formalize process with St. Louis County	○

Open Space

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Open Space Mission				
Duluth will strive for a sustainable open space system that enriches the lives of all duluthians. These open spaces will reflect the community's ecological, historic, cultural, and recreational values, and will contribute to the community's resilience to natural disasters				
Policy (OS1)				
Improve Duluth's resiliency to flooding and natural disaster				
Strategy	Description	Parties	Actions	Status
OS1.1	Continue to support coordinated planning efforts for surface water management among jurisdictions through participation with the multi-jurisdictional Duluth Urban Watersheds Advisory Committee and the Regional Storm Water Protection Team.	Engineering	• Examine feasibility of cooperative structures for jurisdictions to collaborate in meeting goals • Report on management methods	○
OS1.2	Once Federal Emergency Management Agency (FEMA) flood plain maps are updated in 2019 the City should conduct a storm water infrastructure assessment to determine where improvements are needed to reduce flood risks and where additional resources should be sought to purchase flood-prone properties.	Engineering PED	• Participate in review process • Work towards adoption of new flood insurance maps	○



OS1.3	Retain in City/State ownership or preserve through conservation easement those tax forfeit lands needed for storm water management purposes including important wetlands, flood plains, and stream corridors.			
OS1.4	Promote retention of storm water above the bluff line to reduce flooding risks through land development controls and establishment of watershed-based storm water detention measures.			
OS1.5	Assess Duluth's wildfire risks and encourage existing rural residents and businesses to implement National Fire Protection Association (NFPA) Firewise principles to make their properties more resilient to wildfire.			
OS1.6	The City should employ property and right of way management practices that limit the spread of and promote the removal of invasive species.			
Policy (OS2)				
Examine the value and need for all of Duluth's publicly owned spaces				
Strategy	Description	Parties	Actions	Status
OS2.1	Review all government-owned land in the city and prioritize lands according to ecological importance and other public uses (i.e. recreation, transportation, infrastructure) for more permanent protection. Areas to be protected include forested areas, wetlands, stream courses, and bluff areas as well as lands important in forming the green belt as part of Duluth's urban form.	Parks PED St. Louis County	• Work with the County to research best method for realigning public ownership of ecological/recreational lands that are currently tax forfeit • Application for assistance and transfer of property	○○
OS2.2	Identify a means to hold and maintain those ecologically important lands that are not needed for active park purposes and lands that are needed for natural disaster resiliency (i.e. flood plains and wetlands). Options to consider include a private nonprofit entity or a City land classification system.			



OS2.3	Encourage the use of the Duluth Natural Areas Program to more permanently protect high-quality self-sustaining ecosystems where resource protection is prioritized over human use of the land similar to the States Scientific and Natural Areas Program.	PED Parks	• Actions underway to establish new DNAP areas • Re-evaluate the DNAP program	○
OS2.4	Increase efforts to streamline management of public lands within the City's borders.			
OS2.5	Work with tribal leadership, archaeologists, the State Historic Preservation Office and other resources to identify open space sites, districts, and structures of historic and cultural significance and utilize the Duluth Heritage Preservation Commission and Duluth Indigenous Commission to designate these structures and areas as landmarks.	Public Administration PED	• Study feasibility of establishing a cultural center in partnership with Fond du Lac band • List potential sites that meet location criteria	○○
OS2.6	Partner with groups, public and private, with a mission of preservation and restoration of the Saint Louis River and Lake Superior.	Parks PED	• Establish St. Louis River Duluth Water area program for preservation of suitable property incentive corridor? • Application for preservation to PC and Council?	○○
OS2.7	Amend the Unified Development Chapter (UDC) to require more permanent protection of ecologically significant lands (including wetlands, important forested areas, streams, etc.) during the development process.			
OS2.8	Review studies that have analyzed City-owned and tax forfeited land and prioritize lands according to ecological/ recreational/cultural/historic importance and infrastructure availability. Lands not needed for protection should be made available for development after further ecological truthing, including on-the-ground analysis.			
OS2.9	Utilize City authorities such as the Duluth Economic Development Authority (DEDA) and the Housing and Redevelopment Authority (HRA) to package lands for sale or strategic development to implement housing, economic development, and transportation policies in the Comprehensive Plan.	PED HRA	• Establishing new parameters for partnership with HRA on housing development	○



OS2.10	Utilize City authorities such as the Duluth Economic Development Authority (DEDA) and the Housing and Redevelopment Authority (HRA) to package lands for sale or strategic development to implement housing, economic development, and transportation policies in the Comprehensive Plan.			
Policy (OS3)				
Remove barriers to accessing parks and open space				
Strategy	Description	Parties	Actions	Status
OS3.1	Implement the City's <i>Gate, Wayfinding, and Signage Final Design Plan</i> to better identify parks and the resources within parks and potentially expand its principles to general wayfinding throughout the entire city.			
OS3.2	Create a wayfinding system directing residents and visitors to regional, community, and special use parks from within neighborhoods and business districts as well as outside the community. This should include roadway and pedestrian-scale signage, as well as Internet resources.			
OS3.3	Enhance the physical connections from neighborhoods and business districts to nearby parks, including wayfinding signage, improved pedestrian connections, larger trail systems, and enhanced street crossings.			
OS3.4	Provide access to recreation equipment and instruction at community recreation centers. Including activities for all ages; including playgrounds for all ages (including adults in play – see Copenhagen trampoline plaza example)			
OS3.5	Utilize public/private partnerships (YMCA at Woodland Community Center model) to expand programming in parks.	Parks	• Re-emphasize youth programming in underserved neighborhood with new Parks staff and Americorps position- creating better access to park and trail resources • Launch new program after realigning resources	○



OS3.6	Work with community partners to develop a parks ambassador program for outreach to people of all neighborhoods encouraging the use of parks and recreation facilities and programs. Partnerships should promote the safe and appropriate use of parks to ensure new users understand potential dangers, but also help improve recreational experience.			
OS3.7	Ensure existing connections to Lake Superior and the Saint Louis River are protected and new connections are established to the waterfront, that avoid user conflicts.	Parks PED	• River West plan	oo
Policy (OS4)				
Improve the delivery of parks and open space services to the community				
Strategy	Description	Parties	Actions	Status
OS4.1	Update the 2010 Parks & Recreation Master Plan to reflect environmental, economic, demographic and recreation trends, to incorporate parks and trails project completed, and shifts in recreation center hub status.	PED Parks	Create smaller robust plans to fit into overall master plan update: • Complete update on Western Waterfront Trail plan • Complete Central Hillside mini master plan update • Initiate lakewalk mini master plan	o
OS4.2	Return Parks funding in the City budget to the level approved by the voters in 2011 (\$2.6 million), when adjusted for inflation, and continue the inflation-adjusted funding level in the future while implementing planned facility reductions.			
OS4.3	Investigate the costs and benefits of regional coordination for delivery of parks and open space services through a regional parks district.			
OS4.4	Provide resources for the urban forestry management function within the City's organizational structure to implement and enhance forest resources throughout the City according to the urban forest management plan.	Public Administration PFM	• Realign role and mission of urban forestry commission to be broader and protect natural resource assets • New ordinance created to reflect revised role: #19-005-0	oo



Policy (OS5) Encourage urban food growth				
Strategy	Description	Parties	Actions	Status
OS5.1	Study the demand for community garden lots throughout the city and utilize existing public land where additional space is needed.			
OS5.2	Investigate the need for a coordinating body that maximizes efficiencies and assists in the development of community gardens, urban agriculture, and small-scale value-added food production.			
OS5.3	Study where the keeping of animals for food production fits into urban agriculture as well as rural areas and amend the Unified Development Chapter (UDC) accordingly.			
OS5.4	Work with the Parks and Recreation Division and community partners to incorporate edible landscapes in parks where appropriate.			

Transportation

Matrix Key			
Implementation Level (Status):		Timeline (Status):	Text (Actions/Parties):
	Indicates extensive action	○ 0-5 year timeline	Completed/Progressing
	Indicates moderate action	○○ 5-10 year timeline	Intended/Future
	Indicates minimal or no action	○○○ 10+ year timeline	

Transportation Mission				
Duluth's transportation system will connect all users in a way that promotes safety, health, and quality of life				
Policy (T1) Improve street conditions to function better for everyone				
Strategy	Description	Parties	Actions	Status
T1.1	Continue the City's asset management plan to extend the life of pavement.	Engineering PED	• Update annual street maintenance plan and prioritize	○○○
T1.2	Seek to maintain a minimum Pavement Quality Index of 70 for streets, particularly along transit lines, high-traffic areas, and bike routes.			



T1.3	Prioritize implementation of the ADA Transition Plan, with a focus on ADA Priority Areas, Core Investment Areas, and pedestrian connections in the mall area.	PED	• Begin undertaking the Mall Area CIA	oo
T1.4	Develop a funding source dedicated to installation and maintenance of sidewalk networks.	Engineering PED ARDC	• Identify the level of need for sidewalk improvements and most critical areas with an update map • Identify potential resources	ooo
T1.5	Whenever conducting resurfacing or reconstruction activities on city streets, identify opportunities for installing pedestrian and bike facilities, including on-road bike lanes, for all locations identified in the City's adopted bikeway system plan.			
T1.6	Ensure that sidewalks and crosswalks are rapidly cleared of snow (and continuously cleared, in Core Investment Areas), to ensure ease of system use by all residents.	Engineering PED Communications	• Develop public education plan for roll-out of new sidewalk snow removal plan (communicate on disabilities)	o
T1.7	Continue to develop, improve, and implement recommendations of Safe Routes to Schools plans to enhance safety for children around schools and throughout the community.			
T1.8	Ensure that when utility repairs are conducted, roadway surface is restored to a preferred condition, and when possible seek to locate new or improved utilities outside the driving lanes.			
T1.9	Adopt measures to reduce vehicular travel speed and improve intersection safety, especially in busy areas, to improve safety conditions and reduce or eliminate injuries and deaths.	Engineering PED Communications Parking	• Identify required intersection improvements and signage • Develop plan to make 1st Street a 2-way that would implement safer pedestrian crossings throughout the entire corridor from Mesaba Ave to 26th Ave E. • Analyze loading zones and parking with metrics to model potential.	oo
T1.10	Monitor and adopt best practices for self-driving vehicles.			
T1.11	Because use of electric vehicles is increasing, plan for necessary infrastructure to support their use.			



Policy (T2)				
Reduce infrastructure costs through innovation and wholesale design change				
Strategy	Description	Parties	Actions	Status
T2.1	Evaluate city street design standards to reduce replacement costs and on-going maintenance and plowing needs by allowing or requiring narrower street widths whenever possible and appropriate.			
T2.2	To reduce speeds, increase safety, and lower costs, ensure the use of appropriate urban or rural design metrics for new or reconstructed streets depending on the applicable area of the City. Use updated engineering standards such as NACTO Urban Street Design Guide whenever possible.			
T2.3	Develop options for eliminating alternate-side parking requirements, such as through the use of “snow emergencies,” to allow for a reduction in street width where the city need not provide on-street parking on both sides of a particular street.	Engineering PED Communications Parking Street Maintenance	• Research best snow emergency models • Develop implementation schedule for changing procedures • Develop parking requirement plan for timing with street repair or reconstruction if needed	○
T2.4	Evaluate streets in low density areas that could be replaced, reduced, removed, or made private to more effectively utilize maintenance budgets and long-term capital replacement funds.			
T2.5	Consider maintenance burdens resulting from street use by trucks and waste haulers, and options to reduce such street use through citywide policy changes.			
T2.6	Improve long-term infrastructure effectiveness through strategic use of green infrastructure, especially to support urban boulevard trees, transportation-adjacent wetlands, streams, and Lake Superior.			



Policy (T3)				
Add to the transportation network by systematically enhancing multi-modal options				
Strategy	Description	Parties	Actions	Status
T3.1	Recognize that people are pedestrians at some point in their daily travels, even if walking is used in conjunction with other modes, and prioritize pedestrian safety and comfort in transportation improvements.			
T3.2	Update development policies to ensure new development includes appropriate supporting infrastructure; options in Core Investment Areas, ensure this includes the full suite of transportation options.	PED Engineering	• Develop a standard for analysis and amenities • Analyze UDC requirements in CIAs for transit access and improvements	○
T3.3	Update the UDC to include best practices for vehicle parking, bicycle parking, pedestrian connections, and transit stop requirements. Such requirements should be standardized for all modes.			
T3.4	Minimize or eliminate use of angled or perpendicular parking to improve safety conditions for bicyclists, except where perpendicular parking is necessitated or required due to steep topography.			
T3.5	Consider options for expending parking meter revenue near where it is collected, and manage pricing to increase on-street cost, making it more comparable to ramp pricing.			
T3.6	Develop programmatic actions to promote rideshare, carshare, and bikeshare programs. Incentivize employers' support for biking and transit use.			
T3.7	Conduct analysis of options for improving uphill/downhill connections in areas of high housing, job, and tourist density, especially between key destinations and areas where people seek to travel without use of a personal vehicle. The analysis should include an evaluation of a mode's capital and operational investment and requirements.	PED	• Evaluate potential locations/corridors for this type of connection. • Identify best system with consideration to location and cost • Develop feasibility report of a system (potentially gondola) with specific location	○○



T3.8	Maintain existing public stairways and add new stairways where appropriate. Add bike rails where appropriate. Consider naming stairways using unique identifiers and install signage, to add to the level of public awareness and enjoyment.			
T3.9	Identify study area and multi-modal needs for the future Northern Lights Express station.	Outside Stakeholders	• Have met with Amtrak and NLX officials to move project forward.	oo
T3.10	Standardize regulatory requirements for installation of bike racks for ease of maintenance and security of bikes against theft.			
T3.11	Complete planned trails and bike lanes to connect gaps in the bicycle route network. Prioritize protected bike lanes over unprotected bike lanes. Increase bicycle parking, both public and private, in coordination with partners.			
T3.12	Prioritize transit route service and expansion between areas of the greatest population and employment densities, in coordination with the Duluth Transit Authority. Seek to establish a network of specific routes with rapid frequencies, such as between Downtown and Lincoln Park.	Engineering PED DTA	• Identify infrastructure and amenities needed • Plan BRT route to serve both medical institution expansions with Lincoln Park and Lakeside	oo
T3.13	Improve transit amenities and transit stop conditions, creating a prioritized strategy for capital investment to reflect continuous incremental improvements in partnership with the DTA. Focus initially on such investments in and around Core Investment Areas.			
T3.14	Increase bike capacity on buses and identify ways for non-traditional bikes to travel by bus.			
T3.15	Minimize transit system route changes that negatively impact service to transit-dependent people in the city.			
T3.16	Develop implementation actions to prioritize snow removal at transit shelters and along sidewalks serving transit stops.			
T3.17	Collaborate with the DTA to improve transit branding and marketing, including user-friendly tools such as smartphones, and updates to bus stop signage and design.	DTA PED Engineering	Port Town Trolley Route - signage updates for 2019	o



T3.18	Improve 'park and ride' design and marketing.			
T3.19	Work with the DTA to consider system improvements such as creation of a Bus Rapid Transit corridor (or similar); alignment of route schedules with schools, airport, and businesses; and access to grocery stores.	DTA Duluth MIC	Evaluating Route 3 option for BRT	○
Policy (T4)				
Improve system condition and connections in and between Downtown and Canal Park				
Strategy	Description	Parties	Actions	Status
T4.1	Develop a dynamic parking information system to direct commuters and visitors from regional infrastructure to the most effective available parking opportunity in either downtown or Canal Park.			
T4.2	Conduct an evaluation of parking demand and potential use in downtown and Canal Park, taking into account the unique walksheds arising due to obstacles and topography.	Engineering PED Parking	• From the recent parking demand study, develop potential site locations for parking amenities • Identify required funding leads for implementation	○○
T4.3	Enhance partnerships with Mn/DOT, the DTA, and DECC to improve sidewalk, bike, and road conditions for all users between downtown and Canal Park.			
T4.4	Expand opportunities for transit circulation and stops in downtown and Canal Park. Consider expansion of the 'downtown fare zone' to locations further east and west, and improve awareness of such transit ridership opportunities by both residents and tourists.			
T4.5	Improve pedestrian crossings in high-traffic areas through the use of mid-block crossings, bumpouts, and signal phasing.			
T4.6	Improve alleys Downtown and in Canal Park to create new commercial opportunities. Focus first on the alley between S. Lake Avenue and Canal Park Drive, where existing conditions function as a woonerf (shared pedestrian/street area). Consider eliminating one-way alley conditions and creating unique named identifiers for Downtown alleys.			



T4.7	Evaluate and update the downtown's streets plan to guide for future improvements, including the eventual likelihood of conversion of one-way streets to two-way streets.	PED Engineering	• Evaluation of 1st Street from Mesaba to 24th Ave East anticipated to begin in 2019	○○
T4.8	Improve options for walking in Canal Park through evaluation of changes to Buchanan Street, the Baywalk, and other areas.			
T4.9	Identify options for downtown plaza areas that serve pedestrians and increase the livelihood and level of activity downtown.			
T4.10	Complete the skywalk system and enhance wayfinding within the skywalks and between skywalks and street-level accesses and destinations.	PED	• Working with partners to evaluate system options	○○○
Policy (T5) Base decisions about transportation infrastructure primarily in the context of improving city and neighborhood vitality, and not solely on automobile through-put.				
Strategy	Description	Parties	Actions	Status
T5.1	Implement use of traditional elements of the transportation landscape as public art opportunities. Use existing models where cities allow art on utility cabinets, on pavement at intersections, and on bike racks and fire hydrants.			
T5.2	Establish a high standard for transportation infrastructure within all Core Investment Areas, including ample pedestrian infrastructure, well-designed parking areas, a legal structure for shared parking, and an adequate level of bike parking.	PED Engineering	• Develop 5-year street improvement plan that shows alignment with goals of Imagine Duluth 2035, i.e. prioritize CIAs and transit routes	○○
T5.3	Expand and retain urban trees during street construction and other improvements when appropriate..			
T5.4	Installation of green infrastructure should emphasize both environmental and aesthetic amenities. Maintenance plans for green infrastructure should be included for any installations.			



T5.6	Use appropriate lighting to promote safety for all modes.			
T5.7	Strengthen connectivity standards to require more pedestrian and bicycle paths through parking lots to increase local access to businesses and services.			
Policy (T6)				
Protect and enhance regional transportation networks, especially for purposed of expanding opportunities for movement of freight				
Strategy	Description	Parties	Actions	Status
T6.1	Support the work of the HTAC, DSPA, USACE, USCG, and other stakeholders to ensure continued maintenance of Duluth's shipping channels and port facilities.			
T6.2	Promote the use of appropriate regional freight corridors and intermodal facilities for the success of water-borne commerce and shipping by truck and rail.			
T6.3	Seek to ensure that reconstruction of the Twin Ports Interchange at US Hwy 53 and Interstate 35 meets the competing needs of freight transportation, safety, and neighborhood connectivity and improvements, particularly in Lincoln Park.	PED Engineering PFM Mn/DOT LPBG	• Adopted the TPI study in 2018	oo
T6.4	Support infrastructure improvements at the Duluth International Airport, including through development of the 3-21 crosswind runway. Structure economic development policies and opportunities for growth in such a way as to support increased activity at the airport.	PED DAA	• Supporting update to DIA Master Plan during 2019	oo
T6.5	Collaborate with the MIC, DIA, and DSPA to develop a plan for coordinated transportation investments to support the export and mobility of freight by truck, air, and rail.			
T6.5	Expand public-private partnerships with rail freight companies to maintain, improve, and expand rail infrastructure.			



Transformative Opportunities

Matrix Key				
Implementation Level (Status):		Timeline (Status):		Text (Actions/Parties):
	Indicates extensive action	○	0-5 year timeline	Completed/Progressing
	Indicates moderate action	○○	5-10 year timeline	Intended/Future
	Indicates minimal or no action	○○○	10+ year timeline	

Transformative Opportunities Mission				
To act on opportunities that have the potential to drastically influence how the City of Duluth grows and develops				
Opportunity 1 (TO1) Core Investment Areas (CIAs)				
Opportunity	Description	Parties	Actions	Status
TO1	Core Investment Areas present the opportunity to create vibrant, walkable, neighborhood-scale commercial centers. Twelve initial CIAs are identified around the city for their reinvestment potential and for their promise as future community gathering hubs.	PED External partners	- Discussions held over CIAs at public meetings (Duluth Landlord Association, Fuse) - CIAs: Identify boundaries, prioritize street improvement funding, evaluate potential changes to the UDC, adopt architectural guidelines, support by-right development, transit line incentives, promote commercial development, enhance defining characteristics, encourage new housing	○○○
Opportunity 2 (TO2) Downtown Plans and Investments				
Opportunity	Description	Parties	Actions	Status
TO2	Being cognizant of downtown development efforts by establishing priorities for the total number of jobs, residents, and creation of new public connections to Canal Park, redeveloped plazas, and additional commercial activities.	PED Engineering Fire Dept. External partners (GDC, St. Louis County)	Medical District Planning: - Essentia expansion plans reviewed - St. Lukes bldg. A expansion and relocation of emergency operation reviewed - Extend district energy, transit, pedestrian and lake walk connections	○○



Opportunity 3 (TO3) Year-Round Indoor Public Space				
Opportunity	Description	Parties	Actions	Status
TO3	Create cost-effective, active spaces in the form of an indoor arboretum, winter garden, and/or play area accessible for all residents and ages.	External partners (Duluth Children's Museum, Great Lakes Aquarium, Duluth Depot, DECC, Adventure Zone)	• Identify a government entity, nonprofit, or developer to guide and coordinate activity • Facilitate discussion with potential stakeholders • Develop process document to direct analysis of potential purpose, scope, viability, and location	oo
Opportunity 4 (TO4) Uphill Connections				
Opportunity	Description	Parties	Actions	Status
TO4	Create an uphill, transportation/connectivity link that sponsors health, fairness, and safety for both residents and tourists.	Citizen Advisory Group	• Begin a dialogue with stakeholders about the need and purpose for uphill transportation • Review viability of uphill transportation modes in similar cities • Conduct an informal alternatives analysis, reviewing route choice and modes	ooo
Opportunity 5 (TO5) Public Market				
Opportunity	Description	Parties	Actions	Status
TO5	Create a public, potentially all-seasons market that could act as redevelopment catalyst for certain neighborhoods. The market would also serve commercial needs and create opportunities for small-scale vendors.	PED	• Consider possible benefits and opportunities for partnership with private development • Create a list of sites in optimal neighborhood locations. 2017-2018 potential appropriate sites are Lot D, Duluth Armory, Spirit Valley CIA	oo



Opportunity 6 (TO6) Boundary				
Opportunity	Description	Parties	Actions	Status
TO6	Originally conceived in the 2006 plan, the city would continue it's plan to minimize development in tier 3 areas and discontinue further infrasturcture expansions while potentially removing or privatizing some streets or utilities.	PED Planning Commission WLSSD	• Prioritize development where utility services can be provided at ave. or less than ave. cost. More expensive installation will be discouraged • Formalize the Tier 3 development areas in the Future Land Use Map • Conduct public process to inform the public on development intentions • Audit and adopt more precise maps for Planning Commission use • Develop a process to provide for the tranfer for development rights • Also utilize Duluth's existing infrastructure while favoring maintenance/reconstruciton of older infrastructure • Encourage infill development over greenfield development • Support multi-story buildings and parking ramps on reduced footprints • Discuss with WLSSD to amend their Urban Services Boundary • Consider a City Urban Services Boundary • Amend the UDC to increase the min. lot area required for development in rural areas	○○○
Opportunity 7 (TO7) City Flag Update				
Opportunity	Description	Parties	Actions	Status
TO7	Define and carry out a process to redesign the city flag in order to promote recognition for the city, better design standards, and a stronger sense of community pride.	PED Mayor's Office External stakeholders (Duluth schools, Indigenous Commission, etc.)	• Research processes and create an initiative that emphasizes public input and community driven design ideas • Assemble Ad Hoc committee to assist in the initiative • Utilize various platforms to engage the community in creating the new flag (online survey, events, targeted outreach) • Adopt a new official flag for the City of Duluth	○



Opportunity 8 (TO8) Viewsheds				
Opportunity	Description	Parties	Actions	Status
TO8	Establish parameters regulating development types and heights across Duluth so all residents of the city are able to access and enjoy such areas.	HPC External Stakeholders PED	• Identify specific landmarks and delineate potential viewsheds with a focus on shared neighborhood or public spaces • Prioritize locations then conduct viewshed evaluations • Consider economic impact of viewshed preservation • Consider specific zoning regulations to address preservation of views	○○○
Opportunity 9 (TO9) Industrial Waterfront				
Opportunity	Description	Parties	Actions	Status
TO9	Preserve and expand opportunities within the City's waterfront to foster a vibrant industrial economy through coordination of the City with various local or international stakeholders.	City Departments DEDA DSPA HTAC External Stakeholders	• Coordinate planning efforts between the City, DEDA, The DSPA, and HTAC • Analyze service and utility provision in industrial areas- resulting in the ICIC Study 2018 found on the DSPA website • Develop employment targets • Improve connectivity for redeveloping sites	○○
Opportunity 10 (TO10) Miscellaneous				
Opportunity	Description	Parties	Actions	Status
TO10.1	Unused CN ore dock: Standing vacant, over the estuary for many years, this site presents an opportunity to be redeveloped into some sort of park-style public amenity or to sponsor economic development immediately adjacent to the site			○○○
TO10.2	Water shuttle: Implementation of a ferry or water taxi service to better connect high-traffic destinations in Duluth and Superior			○○



TO10.3	Canal Systems: Enhance the waterfront, particularly west of downtown, through construction of a system of canals			ooo
TO10.4	Freeway caps: Create additional freeway caps that would be located west of downtown to sponsor better public spaces and water access in addition to accomodating vehicle traffic through its environs	Federal and State agencies		ooo

