

Chapter 12 - General Development Policies & Strategies

1. Why does this chapter differ from the five focus areas?

General development policies and strategies are either new policies that overlap between the focus areas, or existing policies carried forward from the Urban Design and Development Process sections of the 2006 Comprehensive Plan. During the Imagine Duluth development process, the five selected focus areas were thoroughly researched and the community contemplated potential outcomes. Many of the new general development policies come from these focus areas; zoning updates, for example, frequently overlapped between the groups, especially in the subject area of sustainability.

In each general development subject area, a brief introduction precedes the list of policies. This format differs from the in-depth research analysis summaries found in the five individual focus areas. Because the policies in this chapter may still lack specific implementation actions, further analysis will be necessary in order to consider these issues subsequent to plan adoption. Prioritization of general development strategies in some instances may be intuitive: adjustments to the Unified Development Chapter (UDC) based on these policies can follow a standardized process through the Planning Commission. For other issues, such as those related to wayfinding or creativity & innovation, further analysis and collaboration between City departments, boards and commissions, and external partners may be necessary.

2. Urban design – Developed in the 2006 plan

1. UD-1: To ensure that different land uses “mix well,” compatible building scale and sensitivity to neighborhood context is essential. The City will develop form-based standards and design guidelines which:
 - a. Allow a variety of uses to coexist within buildings when the building is of appropriate size and character;
 - b. Recognize and reflect unique or traditional neighborhood building patterns and street and block layouts, keeping in mind possible modifications to improve accessibility;
 - c. Provide adequate transitions to lower-density neighborhoods and districts;
 - d. Keep sufficient separation between clearly incompatible uses, such as between residential neighborhoods and intensive industrial or commercial areas.
2. UD-2: Large mixed-use development sites, such as the U.S. Steel site, the group of antennas at the top of Observation Hill, and other sites identified as master-planned areas on the future land use map, will require master planning as market forces start to define possible new uses in these areas. Master plans should:
 - a. Be developed in close collaboration with affected neighborhoods and other stakeholders;
 - b. Protect critical natural functions;
 - c. Consider and enhance off-site natural systems through an evaluation of the surrounding ecosystem and the site’s relationship to its surroundings;
 - d. Include internal open space and trail corridors and connections to external trail corridors;
 - e. Protect cultural resources and viewsheds;
 - f. Provide for neighborhood recreation or open space areas in residential or commercial areas;

- g. Provide transitions from more intensive to less intensive land uses within neighborhoods through stepping-down of building heights, reduction in building bulk, and similar techniques.
- 3. UD-3: Strengthen pedestrian movement between compatible land uses with accessible sidewalks in street rights of way, sidewalks and paths independent of streets, and attractive connections to parking areas and building entrances. Institutional land owners should be encouraged to create connections with pedestrian systems on the perimeter of their properties.
- 4. UD-4: Encourage site design which includes cohesive elements such as pedestrian access, parking, coordinated landscaping, linked open space and green infrastructure for stormwater management and water quality improvement.
- 5. UD-5: Protect natural features and systems, including protection or enhancement of public realm natural systems such as the urban forest (street trees) (*see Chapter 10, Open Space*).
- 6. UD-6: Avoid surface parking between buildings and the street to reduce the visual impact of parking lots and provide landscape screening from public areas for all surface parking areas.
- 7. UD-7: Create pedestrian-oriented environments by placing buildings and building entrances close to the street, providing windows along street frontages, and enlivening building facades with the creative use of architectural details or materials.
- 8. UD-8: Encourage transit and bicycle use by providing facilities such as transit stops, comfortable shelters, and bicycle access and parking in convenient, accessible, and visible locations.
- 9. UD-9 (*new*): Buildings and other structural elements along major streets or corridors should be designed in such a way as to emphasize streets as identifiable gateways and neighborhood centers.

3. Development process – Developed in the 2006 plan

- 1. DP-1: Ensure that land use regulation sets clear expectations for development, redevelopment, and protection of Duluth's natural, cultural, economic, and social assets.
- 2. DP-2: In order to keep the regulatory burden reasonable and equitable, the City will implement the Comprehensive Plan through cooperation, incentives, and education, in addition to regulation.
- 3. DP-3: Explicitly base land use decisions, including development and environmental review, Planning Commission and Board of Adjustment administrative decisions, and public realm investment, on Comprehensive Plan principles and policies.
- 4. DP-4: Provide for public review and comment on development, preservation, and investment proposals, and meaningfully address public responses.
- 5. DP-5 (*new*): Continue to streamline City development review, permitting, and licensing to facilitate property development. Provide more options for submitting electronic applications and more clarity in the estimated time needed to review projects, as well as consistency in City licensing and fees.

4. General government

Certain elements from updated chapters have been grouped together under the category of "general government." Each topic in this category will necessitate collaboration across many parts of the City's

organization, but specific individuals, departments, or groups will need to be identified and associated with individual policies in order to develop implementation actions.

1. GG-1: Promote efforts to restore the “garden city” concept of Duluth with recreational corridors of parks, trails, and open space located alongside streams.
2. GG-2: Consider developing a central City office or division responsible for receiving, tracking, and responding to all complaints which are not related to public safety.
3. GG-3: Improve citywide communication about the risks and limitations of development in floodplains and shoreland areas.
4. GG-4: Evaluate whether consolidated waste management contracts for service within the city, whether citywide or on a district-specific basis, would result in improved outcomes for residents.
5. GG-5: Expand efforts to reduce blight and graffiti. Consider best practices for graffiti removal.
6. GG-6: Expand resources and prioritize blight removal and vacant property nuisances, including a focus on absentee property owners.
7. GG-7: Continue the work of existing neighborhood plans and, when appropriate, implement those of their strategies that align with ongoing neighborhood priorities and the Imagine Duluth plan.
8. GG-8: Continue partnerships with local institutions and transportation providers to plan for weather-related community emergencies and to increase community awareness of emergency protocols.
9. GG-9: Enhance delivery of the Comprehensive Plan through expanded communication and public education and outreach efforts.
10. GG-10: Promote awareness of accessibility measures in City Hall and City proceedings.

5. Zoning updates

1. ZU-1: Reevaluate housing regulations in the UDC to expand opportunities for compact development, including new housing types such as the current trend for “tiny houses.”
2. ZU-2: Revise UDC lot size and dimensional standards to determine appropriateness of using small lots, including 25-foot lots, for new development. Consider educational measures about how to execute small-lot development while maintaining consistency with neighborhood form and creating modern, desirable housing.
3. ZU-3: Ensure all new development provides bicycle parking and transit stop amenities as needed.
4. ZU-4: Along transit lines, support development and redevelopment of mixed-use nodes and corridors that increase residential density and commercial square footage and identify incentives for implementation.
5. ZU-5: Except on very steep slopes where perpendicular parking is appropriate, eliminate angled or perpendicular on-street parking. In very steep areas, specifically call for perpendicular parking that is consistent with parking best practices for vehicle and pedestrian safety.
6. ZU-6: Review and update the UDC sustainability point system, considering the following:
 - a. How to encourage more resource protection through the site development process;
 - b. The creation of minimum point levels for existing structures undergoing remodeling or rehabilitation;
 - c. The possibility of offering exemptions, such as reductions in parking requirements, for new buildings attaining high numbers of points;
 - d. Whether points should be required in a broader range of scenarios;

- e. The awarding of points for residential development in areas with good food access, or non-residential development that improves food access in underserved areas.
7. ZU-7: Work with new developments and sites undergoing redevelopment to install power lines underground to reduce risks of power outages during storms. Consider appropriateness of including this as a mandatory requirement for new development.
8. ZU-8: Promote additional options for short term housing, such as RV parks or camping facilities, as appropriate.
9. ZU-9: Increase the maximum bedroom number allowed by residential rental licenses in order to provide options for large families and multi-generational family groups.

6. Food access

1. FA-1: Continue to ensure transit connections to grocery stores and farmers markets, with on-board use-appropriate design elements (grocery bins, etc.).
2. FA-2: Support the growth of a local food system. Clarify City standards and regulations for urban gardens and urban farms. Allow agricultural uses that have no land use or health-related conflicts with residential properties (such as orchards, gardens, etc.) as a permitted use in all residential zones. Lessen restrictions on where farmers markets can exist throughout the city (*see Chapter 10, Open Space*).
3. FA-3: Consider public or community gardens on underused public lands. Support efforts to create a farm business incubator on City open space.
4. FA-4: Include small-scale agriculture and local food distribution in economic development investments.
5. FA-5: Incentivize the development of grocery retail spaces within currently-designated food deserts. Consider adopting a Staple Food Ordinance which ensures improved food access in areas without adequate grocery options.
6. FA-6: Determine where public market space is needed for the sale of fresh food (including space for value-added food products) and other local products and identify the resources needed for creating that space.
7. FA-7: Increase the community's access to food-growing resources. Work with Western Lake Superior Sanitary District (WLSSD) and other partners to ensure all community members have access to compost and other food-growing resources.

7. Wayfinding & public signage

Improving the city's wayfinding systems rose to the top of the priority list for each of the focus areas evaluated during the Imagine Duluth 2035 process. The community emphasized that in many areas of the city, it is neither intuitive or even possible to obtain information about how to get from place to place. Individual wayfinding priorities from the focus areas have been combined into the general development section of the plan. With the exception of street signage, wayfinding systems within the city are not generally coordinated, either between geographic areas of the city or similar neighborhood amenities.

Technological changes are occurring quickly and access to mobile devices such as smartphones has changed how people navigate cities. These devices, however, do not eliminate the need for place-specific signage, such as signs stating "You Have Arrived *Here*." Place-based wayfinding remains important. It supports commercial vitality, reduces risks associated with becoming lost or injured, and promotes

opportunities for healthy activities like walking and biking. Expansion of wayfinding systems in the city will allow for easier access and visibility for visitors who may not understand how to move through the city as well as residents.

1. W-1: Create a uniform citywide wayfinding program with consistent and clear signage.
2. W-2: Consider sign density when planning for and evaluating wayfinding systems, because sign density sometimes contributes to transportation system confusion. Include evaluation of visual indicators, simplicity in transportation system design, use of color and tactile treatments, and distinctive art and buildings in development of the city's wayfinding systems.
3. W-3: Implement the *City's Gate, Wayfinding, and Signage Final Design Plan* to better identify parks, trails, and resources and make using recreation systems more intuitive and equitable.
4. W-4: Improve all neighborhoods' sense of place and as destinations through improved citywide wayfinding systems:
 - a. To increase the sense of place in neighborhoods, add recognizable location-specific art and statues in neighborhoods. Promote cultural diversity and landmarks using art.
 - b. Evaluate street names and park and trail names and when appropriate consider renaming to emphasize the city's current and historic cultural diversity. Use consistent signage for such measures.
 - c. Expand the prioritization of neighborhood safety, so that moving through any given neighborhood is intuitive, memorable, and safe, especially after dusk. Collaborate with neighborhood protection and watch groups in the development of a wayfinding template to be used city-wide.
5. W-5: Support planning for a higher amenity level and more detailed wayfinding system in the densely utilized and populated areas of the city, especially in areas around existing and future tourism and transportation nodes, including the station area for the Northern Lights Express, downtown, in Core Investment Areas, and in Canal Park.
6. W-6: In coordination with the Duluth Indigenous Commission, encourage multi-lingual wayfinding signage, particularly in the Ojibwe language, and in coordination with local businesses interested in participating.
7. W-7: Wayfinding systems must be developed in close coordination with transportation systems, especially in areas related to ADA Accessibility, continuity of sidewalk networks, and visibility during low-light hours of the day (particularly summer evenings and throughout the winter).
8. W-8: Long term maintenance of wayfinding systems should be included in the up-front planning efforts to ensure the viability and continuity of the system.

8. Green infrastructure

In Duluth, water is everywhere; water is an important part of our city's identity. Green infrastructure is a cost-effective, resilient approach to improving water quality and addressing weather impacts on the city while also increasing safety, enhancing the pedestrian experience, and providing other community benefits. Single-purpose stormwater infrastructure, such as conventional piped drainage and water treatment systems, is designed to move urban stormwater away from the built environment. In contrast, green infrastructure reduces and treats stormwater at its source while delivering environmental, social, and economic benefits. It may be possible to pair green infrastructure with a low-impact development

approach in Duluth neighborhoods to enhance both environmental outcomes and the residents' desire for access to natural resources.

Stormwater runoff is a major cause of water pollution in urban areas. In Duluth, this mostly manifests itself through sediment making its way into streams and Lake Superior, but also through increased water temperatures. When rain falls on roofs, streets, and parking lots in cities, the water cannot soak into the ground as it would under natural conditions. Stormwater drains through gutters, storm sewers, and other engineered collection systems and is discharged into nearby water bodies. This stormwater runoff sometimes carries trash, bacteria, heavy metals, and other pollutants from the urban landscape. Higher flows resulting from heavy rains can also cause erosion and flooding in urban streams, damaging habitat, property, and infrastructure. When rain falls in natural, undeveloped areas, the water is absorbed and filtered by soil and plants; it runs off the landscape at a slow rate. Green infrastructure uses vegetation, soils, and other elements and practices to restore some of the natural processes required to manage water and create healthier urban environments. Green infrastructure ultimately comprises a system of manmade and natural areas that provide habitat, flood protection, cleaner air, and cleaner water; essentially, stormwater management systems that mimic nature by soaking up and storing water.

1. GI-1: Incorporate green infrastructure into UDC requirements for development and redevelopment projects. In coordination with the City's Municipal Separate Storm Sewer System (MS4), create a mechanism to provide resources to ensure that green infrastructure on privately-owned sites is maintained over time.
2. GI-2: Implement green infrastructure at City facilities and in roadway design, where feasible, and provide resources to maintain this infrastructure.
3. GI-3: Require green stormwater infrastructure in publicly funded projects to enhance surface water runoff rates and to benefit other social, environmental, and economic goals of those projects.
4. GI-4: Consider opportunities to incentivize green roofs, particularly in downtown and institutional/campus settings.
5. GI-5: Evaluate standards for green alleys in order to simultaneously enhance the public experience and provide for water treatment.
6. GI-6: Quantify costs related to weather events and environmental effects in order to better explain the importance of pragmatically addressing water issues through tools such as green infrastructure.
7. GI-7: Consider the importance of climate resiliency and carbon sequestration and their relationship to water management.

9. Creativity & innovation

Just twenty years ago, cell phones and the internet were in their infancy. These technologies now dominate much of US society. Facebook and social media were non-existent, and many people did not trust computers for paying bills or shopping. Don't forget when it was considered revolutionary for grocery stores to accept credit cards! Big box stores such as Target, Walmart, and Best Buy became the next phase of retail, changing the societal role of 1980s-era shopping malls. At that time, housing trends focused on "bigger is better," exemplifying the materialistic elements of US cultural norms.

The pace of change accelerated in the early and mid-2000s, at the time when Duluth was adopting its 2006 Comprehensive Plan. Technological shifts including smartphones, internet commerce, and social media now dominate society. Retail continues to evolve: new shopping trends are shifting to on-demand service and large shopping centers' dominance of the market is diminishing. New homebuyers prefer access to amenities over large houses. Individuals are more aware of how their lifestyles can affect the environment. What trends will dominate by 2035? Duluth will surely change and progress; creativity and innovation will likely grow in importance for the city.

1. CI-1: Expand partnerships with area universities and colleges to learn about new and evolving trends in technology. Use these partnerships to promote opportunities that will benefit the community.
2. CI-2: Expand opportunities for incubators, maker spaces, and craft sales; provide accessible places to make, invent, build, grow, and/or sell goods.
3. CI-3: Boost interaction between the City and students: provide opportunities for students to engage with local government and for them to share and grow their ideas.
4. CI-4: Promote Duluth's Historic Arts & Theater (HART) District, thereby providing employment opportunities, venues for people to showcase their talents, and social gathering spaces. Foster the social connectivity created in these centers.
5. CI-5: Encourage investment in public art across the city.
6. CI-6: Continue to promote neighborhood attractiveness, including through permanent and temporary artistic endeavors in neighborhoods and Core Investment Areas.
7. CI-7: Work with local institutional partners to expand and promote events and exhibits, particularly accessible events in public space.
8. CI-8: Share culture: invest in means to make Indigenous culture and its impact on the city more visible, as well the contributions and impact of other past and present groups.
9. CI-9: Promote programs and partnerships that embrace science and nature, such as the Great Lakes Aquarium, UMD's greenhouses, Hartley Nature Center, local parks, and UMD's Marshall W. Alworth planetarium.

10. Heritage preservation

1. HP-1: Where the city has named parks, roads, or neighborhoods in honor of a person or event of significance to the community, develop cultural interpretation to educate the community about this significance.
2. HP-2: Increase cultural tourism opportunities in the areas of the city where heritage interpretation has been completed, or where it can be developed.
3. HP-3: Consider updates to regulations for the city's unique historic districts, where modifications to the UDC may allow for a greater level of reinvestment and the preservation or enhancement of specific buildings or the character of the district.
4. HP-4: Leverage the historic appeal of Duluth to promote tourism activity throughout the city. To do so, promote heritage preservation efforts through financial and non-financial assistance.
5. HP-5: Promote the history of neighborhoods. Continue to make these places identifiable, especially based on historic development patterns and commerce.

6. HP-6: Prioritize partnerships with sovereign tribes to protect and preserve sites of important cultural heritage to Indigenous cultures (*see Chapter 10, Open Space*).

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Chapter 13 - Transformative Opportunities

1. How to use this chapter

This chapter considers potentially transformative opportunities for the city. Concepts presented in this chapter differ from the policies and strategies elsewhere in the Imagine Duluth 2035 plan either because of their unifying elements across issue areas, or because they represent stand-alone actions which would require dissimilar amounts of resources.

Consideration of any one transformative element addressed in this chapter does not necessarily depend on other prospective ideas. Implementation actions are included below each element, rather than together at the end of the chapter; because of the diversity of the collected ideas, each idea must be assessed independently, on its own merits. Following individual evaluation, perhaps some may be prioritized and implemented quickly, while others may be deferred until a later time.

We know that more ideas will make themselves known between now and 2035, through the city's evolution and the work of passionate citizens. For this reason – because this list is only the beginning – Section 5 of the chapter outlines a process to identify additional opportunities and amend the plan accordingly.

2. Why consider transformative opportunities?

Duluth has a history of identifying and acting upon opportunities, however complex, in order to achieve outcomes that will directly benefit its residents, its commerce, and the livability of the city. Such projects result in transformative, long-term change, but they cannot be completed overnight: coordinated and durable commitments are needed to generate public awareness, to ensure thoughtful analysis of financial components, and to develop partnerships. [sidebar - list of historic projects]

The ideas collected in this chapter are primarily opportunities to build or change *things* that will influence how our city grows and develops. The decision to focus on built and natural environments does not mean that social matters are not equally transformational or of any of lesser importance, however, simply that such subjects are beyond the scope of the Imagine Duluth 2035 process.



3. Core Investment Areas

Since the beginning of the Imagine Duluth 2035 process, residents have been expressing a desire for enhanced connections to vibrant, walkable neighborhood centers. Most of Duluth’s neighborhoods were established during the pre-World War II streetcar era; as a result, the historic fabric of many neighborhoods reflects a period-typical mixed-use design with a modest or high level of density and opportunities for commercial activities. Over time, a reduction in population density – owing in large part to decreasing household size – paired with changes in spending habits resulted in vacancies in these zones. This vacancy rate has been decreasing over the past few years, but opportunities remain for increasing deliberate, planned action in these areas.



Throughout the planning process, themes emerged about what a Core Investment Area should include: functional, modern utility infrastructure to allow for new construction and business expansion; quality streets and sidewalks; bicycle access and parking; a reduction in illegal uses and dilapidated properties; transit service with appropriate, accessible pedestrian connections; and opportunities for higher density multi-story housing with retail, services, and offices facing the street.

Twelve initial Core Investment Areas (“CIAs”) have been identified based on the existing character and redevelopment potential of individual neighborhood nodes. The final boundaries of these areas have not yet been defined. First steps for the CIAs will incorporate opportunities for community engagement, notably in the process of identifying the boundaries of each area. New CIAs can also be added to this list

Table 1: Core Investment Areas

Core Investment Area Name	Approximate Location (streets / avenues)
Gary New Duluth	Commonwealth & Gary
Morgan Park	88 th & Edward
Spirit Valley	Central & Grand
Piedmont	Morris Thomas & Chambersburg
Lincoln Park	Superior St. – 22 nd to 17 th Ave. W.
Mall Area	Matterhorn / Decker
Duluth Heights	Central Entrance & Arlington
Hillside	4 th St. – Lake to 6 th Ave. E.
Kenwood	Kenwood & Arrowhead
Mount Royal	St. Marie & Woodland
Woodland	Calvary & Woodland
Lakeside	Superior St. – 43 rd to 46 th Ave. E.

through a process initiated either by a neighborhood group or by the City; the identification process will include the evaluation of potential for growth as a small neighborhood center meeting pre-defined characteristics.

Following the adoption of the 2006 Comprehensive Plan update, many Small Area Plans were completed that included land use analysis for some of these CIAs. In certain neighborhoods, major zoning updates were adopted, including the establishment of form-based zoning districts to streamline opportunities for new development. In other areas, Duluth LISC completed

neighborhood plans. The work resulting from these plans remains valid and, in most cases, should be carried forward and incorporated into the next steps for CIAs. Capital improvement needs should also be evaluated on a case-by-case basis. Analysis should assess whether utility services are of adequate quality and to what extent transportation networks serving the CIA function for all street users, regardless of age or level of mobility. In locations where existing street networks hinder development or redevelopment,

changes to street design, potentially including major changes to parcel or right of way design, should be considered.

Duluth's downtown is not considered a Core Investment Area. The CIAs are intended to serve as neighborhood focal points and though downtown Duluth functions as its own distinct neighborhood, it is first and foremost the historic and current core of the entire city, of statewide and regional importance in its own right. For this reason, individual transformative actions identified specifically for the downtown are included in a separate section of this chapter.



While many of the CIAs listed have aspects similar to those found in the downtown of a small city, these neighborhood nodes originated most frequently as streetcar suburbs. As such, although job density within the CIAs should be adequate to serve each individual neighborhood, the CIAs are not intended to displace more typical job densities and characteristics of the traditional urban downtown.

[*Call-out box:* The City will seek to create an environment in each Core Investment Area which will enable it to achieve the following:

- a. Upgraded or functional utility infrastructure adequate for redevelopment;
- b. Modern street networks, serving all users, and walkable for nearby residents;
- c. Well evaluated and designed street and parcel layouts, suitable for modern development;
- d. Opportunities for gathering spaces (these could overlap – see example of Solon Springs Mercantile in Wisconsin [*separate call-out box with photo*]):
 - i. Coffee shops;
 - ii. Hardware stores;
 - iii. Small restaurant or tavern;
 - iv. Post office or shipping/receiving company;
 - v. Churches or schools;
 - vi. Community clubs;
- e. Access to healthy food (grocery store / bodega);
- f. Shared parking possibilities, where appropriate;
- g. Medical facilities / clinic.]

Adding new CIAs

The initial CIAs were selected based on characteristics associated with Duluth's traditional neighborhood centers. As our city grows and evolves over time, it may become desirable to identify new CIAs. Amendments should be evaluated based on community feedback at such time as deemed appropriate through consultation with the Planning Commission. The addition of other CIAs would represent an update to the Comprehensive Plan and must therefore be processed accordingly.

Priority Actions for Core Investment Areas

1. Identify specific boundaries and priorities for each individual CIA through a neighborhood process.
2. Prioritize funding for street improvements in CIAs to encourage accessibility and multi-modal connections, focused in the first five years of the new Street Improvement Program.
3. Evaluate the potential of modifying the Unified Development Chapter (UDC) to develop master planned sites or mixed-use planned zoning districts within CIAs.
4. Adopt architectural guidelines for the CIAs to ensure new proposals adhere to neighborhood design, or consider minimum building material standards.
5. Support “by-right” development within the CIAs for the following businesses and amenities:
 - a. Multi-story housing, including mixed-use;
 - b. Post offices;
 - c. Clinics;
 - d. Daycare services;
 - e. Churches and schools;
 - f. Fitness centers or other fitness-related activities;
 - g. Neighborhood-supporting elements such as grocers, liquor stores, small professional offices, and restaurants.
6. Support development and redevelopment that increase residential density and commercial square footage along transit lines. Evaluate possibilities for incentives to support this action.
7. Promote commercial development within the CIAs and limit the expansion or rezoning of strip development in surrounding areas. Expansion of strip zoning should be limited until developable land in the CIA is saturated.
8. Enhance the gateway characteristics of the CIAs. Design access points which emphasize the defining character of any given area. Specific aesthetic elements, identification signage, and visual cues should provide a coordinated message to individuals entering a CIA. Examples may include a street design plan, building design plan, or establishment of a neighborhood square.
9. Encourage or provide incentives for new housing developments that are within 1/4 mile of existing public parks, within 1/8 of a mile of a bus stop, and adjacent to public sidewalks.
10. Implement higher frequency transit service to improve connections between employment centers and CIAs.

4. Specific transformative opportunities

1. Downtown Plans & Investments

Rationale. New investments in downtown Duluth continue to support growth and change in the city. Initial dialogues concerning the downtown’s boundaries and an inventory of parking availability and other systems were begun during the Imagine Duluth process. Resources did not allow for expansion upon past plans or extensive analysis of the downtown during the Imagine Duluth 2035 process. The implementation of downtown actions remains a high priority for the future.

Long-range planning efforts in the downtown will evaluate changing market demand, opportunities at vacant or prime redevelopment sites, and implications of new technologies. As housing demand and needs shift and the definition of office employment changes, construction patterns for new development in downtowns will continue to change. Expectations for transportation systems are already evolving, with technology and the sharing economy influencing how people commute, shop, and seek entertainment; in addition, the reestablishment of intercity rail with the Northern Lights Express is expected to be transformative in its own right. A high concentration of amenities downtown, at one time considered an added bonus when possible, is now frequently considered a minimum threshold for viability.

Future downtown plans will see to create opportunities for new private investments. Such investments will not only contribute to the built environment of the city through new office or residential spaces, but will also add to the public amenities serving downtown and Canal Park. Where new public spaces are considered or reevaluated, such spaces should be “active” spaces in which people can interact and enjoy the city. New opportunities should, where possible, enhance access to and views of the waterfront. Downtown planning should also provide recommendations for the downtown skywalk system.

Within the downtown area, many public entities and non-profit providers offer critical services for individuals and families in or at risk of being in poverty, or facing homelessness or challenges related to mental health. Continued coordination between all parties in the downtown should seek to improve services to all people in the city, recognizing the complexities of varying difficult circumstances.

Public services play a major role in the downtown, from the public library to City Hall to the federal building. Continuing changes in how services are provided, including through technological advancement, may simultaneously facilitate improvements while creating new opportunities for redevelopment. The appraisal of any potential changes should engage a broad range of stakeholders and thoroughly evaluate how new public facilities might maximize benefits for all Duluthians.

The Imagine Duluth process included a detailed look at new opportunities in Canal Park, a neighborhood frequently (but not always) considered part of the downtown. Imagine Canal Park, a grant-funded effort conducted through the Knight Cities Challenge, the Duluth Superior Area

Historic Transformations

Skyline Parkway

Skyline Parkway was first envisioned in 1889 by Duluth’s first Park Board President, William Rogers. Constructed in segments between 1891 and 1940, and championed most vocally by Mayor Samuel Snively, the parkway spans nearly the entire length of the city and is a defining element of Duluth - culturally, historically, and even from a practical standpoint. The parkway is not only a means for accessing parks and the vistas of Duluth along its twelve scenic overlooks, but also a useful street serving neighborhoods and providing passage across the city’s many streams at higher elevations within the city.

Community Foundation, and 8 80 Cities, set forth opportunities for temporary “urban interventions” to improve the quality of the tourism district’s built environment. Among other considerations, the Imagine Canal Park process has focused on transportation connections between the city’s traditional “central business district” and Canal Park; over time, continued partnerships between the City and the Minnesota Department of Transportation will further improve these connections. The initial Imagine Canal Park community engagement summary report is included an Appendix to this plan.

Duluth’s downtown has, since its inception, been somewhat disconnected from points west of approximately 7th-8th Avenues West to the Lincoln Park neighborhood (formerly the West End) because of the Point of Rocks, a major geologic feature in the city. Updated planning efforts in the downtown should seek to further advance work that has been done to improve those connections.

Partners. Partners in planning for the downtown vary in size and focus; the Greater Downtown Council is a key partner, as is St. Louis County, which remains a major downtown landowner. Future planning efforts in the downtown will necessitate the involvement of many stakeholders, including residents, property owners, representatives from across the city, and partners in the tourist economy. Priority will be given to ensure inclusive processes that focus on advancing the governing principles for health and fairness.

Implementation Actions.

- a. Prioritize the redevelopment of vacant and underutilized sites.
- b. Analyze transportation modes, including consideration for changes to the system of downtown one-way routes.

See Chapter 7, Economic Development, for additional details on these implementation actions.

Prior to the implementation of any planning efforts in the downtown, attention must be given to the scope of development and adequate budget and staffing. Given existing resource constraints, a multi-year work plan may be necessary to establish realistic parameters for the scope of work and to ensure that expectations remain aligned with market-driven possibilities.

Duluth’s medical district, which encompasses both the Essentia and St. Luke’s campuses, comprises an integral part of the downtown. Steps in downtown planning processes should seek to enhance connectivity between the medical district and points west, as well as between the medical district and Lake Superior.

Ultimately, implementation of actions in the downtown may establish priorities for the total number of downtown jobs or residents, or may focus on opportunities such as creating new public connections to Canal Park, redeveloped plazas, or additional commercial activities along newly named alleyways.

2. Year-Round Indoor Public Space

Rationale. Activity space in Duluth is at a premium year-round, but especially during the November to April months when there are fewer hours of daylight and the temperatures don't always lend themselves to outdoor activities. The Imagine Duluth 2035 process led to ideas for indoor public space in two forms: an indoor arboretum or winter garden, and an indoor play area for adults, children, and people of all ages.

Duluth has a variety of spaces available for year-round activities, but few of those existing spaces are informal in nature and accessible for all residents. Nearly all such spaces charge a substantial fee for their use or enjoyment. The convention center, while publicly owned, is often unavailable because of its year-round programming (as part of the skyway system, however, it is open to the public for indoor activities such as walking during business hours).

Potential sites for active space could be established along the waterfront area. Through longer-term redevelopment planning at the DECC, the bayside could include such space along Shore Drive, or closer to Duluth's Great Lakes Aquarium.

Partners. Maintaining indoor public space is expensive, especially during the winter. Partnerships with existing groups could help analyze the potential of a given idea's financial viability. Non-profit organizations such as the Duluth Children's Museum, the Great Lakes Aquarium, the Duluth Depot, the Duluth Entertainment and Convention Center, local horticultural groups, and private parties such as Adventure Zone should all be considered.

Implementation Actions

- a. Identify a governmental entity, nonprofit, or developer to guide and coordinate activity related to this topic.
- b. Conduct a facilitated discussion with potential stakeholders, including the partners listed above and others such as the Duluth KidsClub.
- c. Develop a process document to direct analysis of a potential project's overall purpose and scope, viability, and location.

3. Uphill Connections - Aerial Gondola or Incline Railway

Rationale. The community raised the issue of uphill connectivity extensively during the Imagine Duluth 2035 outreach process. Questions of health and fairness were evoked, particularly regarding the safety of residents who use walking as their primary mode of transportation.

While the concept of an incline railway is of historic interest (Duluth's original incline railway closed in 1939), new uphill transportation options must account for changing travel patterns and population densities. In order to justify the initial capital investment and ongoing operation of an

uphill connection, any such transportation venture should be paired with redevelopment sites at key destinations. Connectivity throughout the hillside is of critical importance, notably at 4th and 8th Streets where multi-modal transit connections can be created. The location of Duluth's historic incline railway was 7th Avenue West; a new route evaluation process should consider the most cost-effective location that would also serve the most people.

Tourism has always played a role in uphill access in Duluth. Even at the time of its initial construction in 1891, the original incline railway was used as a tourist attraction. While tourism should be considered an opportunity to supplement the rationale for a new uphill transportation option, however, it is not certain that the novelty of any such proposal should be a primary factor in its evaluation. Factors like the creation of additional tourism opportunities and the accessing of hard to reach tourist destinations, however, should be fully considered in the appraisal of any uphill connection proposals.

Partners. Potential partnerships should be established to consider the concept of an uphill connection. A Citizen Advisory Group could be developed informally to advise staff on potential partners, sites, and routes.

Implementation Actions.

- a. Begin a dialogue with stakeholders about the need and purpose for improvements to uphill transportation options.
- b. Review viability of uphill transportation modes in other similarly situated cities.
- c. Conduct an informal alternatives analysis, reviewing route choice and modes, in order to provide a recommendation to Administration about potential next steps.

4. Public Market

Rationale. Creation of a public market could serve as a redevelopment catalyst for either the Lincoln Park or West Duluth Core Investment Areas. Such a market would likely be developed as a year-round indoor space with sufficient access, including parking, to serve the entire community. Its potential contribution to the tourism economy, at least initially, would be secondary to three primary goals: 1) serving the commercial needs of the neighborhood and community; 2) acting as a catalyst for redevelopment in particular areas; and 3) creating opportunities for small-scale economic development by providing affordable space and broad visibility to vendors.

Partners. Key partners for the initiative include the City's Business Development and Community Planning divisions. Potential partners include those groups in charge of the various farmer's markets throughout the city, economic development agencies such as SOAR, and the Duluth Entrepreneur Fund.

Implementation Actions.

- a. Consider possible benefits from and opportunities for partnership with private development.
 - d. Create a list of sites in neighborhood locations. Site criteria should include consideration of which locations would best serve the community while minimizing possible negative side effects from a heightened level of activity. Current 2017-2018 opportunity sites should be evaluated for appropriateness, such as the Lot D site, the Duluth Armory, or the Spirit Valley Core Investment Area.
5. Tier 3 Greenbelt Areas / Urban Services Boundary

Rationale. The 2006 Comprehensive Land Use Plan called for actions to minimize development in Tier 3 development zone areas, outside the core developed areas of the city. Taking steps to actively minimize development in these areas would discontinue further infrastructure expansions and may include the removal or privatization of some streets or utilities.

Partners. The Community Planning division would work with other governmental agencies, including adjacent cities and townships, as well as St. Louis County and the Duluth International Airport.

Implementation Actions.

- a. Give priority to development and redevelopment where utility services can be provided at an average or less than average cost, particularly in locations where existing utilities are under capacity. Development where utility installation would be more expensive will be discouraged. *[see map, "Potential Development Transportation and Utility Analysis"]*
- b. Formalize the Tier 3 development areas within the context of the Official Comprehensive Plan Future Land Use Map.
 - i. Conduct a public process to inform residents and landowners of the intent to minimize development in these areas.
 - ii. Duluth's Planning Commission should audit and adopt maps depicting specific boundary lines for the tiered areas with more precision than the Official Land Use Map.
- c. Develop a process to provide for the transfer for development rights.
- d. In both development and redevelopment, prioritize sites that would increase the utilization of Duluth's existing infrastructure and favor the maintenance and reconstruction of older infrastructure, as opposed to infrastructure expansions. Discourage development in locations where the initial installation and provision of utility services would require lengthy extensions without intermediate connections.
- e. Encourage appropriate investment on previously-developed lands: incentivize infill development over greenfield development when staging development, rezoning for development, or providing public support.
- f. Support new development that incorporates multi-story buildings and parking ramps on reduced footprints.

- g. Engage in discussions with Western Lake Superior Sanitary District (WLSSD) to evaluate and potentially amend their Urban Services Boundary. *[MAP - excluding Tier 3 areas and some Tier 2 sites]*
- h. Consider a City Urban Services Boundary defining minimum densities or levels of economic growth which must be attained in order to obtain City support for the extension of new urban services in areas with tracts of ecologically significant lands.
- i. Amend the Unified Development Chapter (UDC) to increase the minimum lot area required for development in those areas planned to remain rural, in order to maximize water storage capacity and to reduce the amount of lives and property at risk to wildfire.

6. City Flag Update

Rationale. Duluth has flown its current city flag since 1979; with a bold green background and identifiable cross pattern flanked by two fleurs-de-lis, the current flag is a symbol of the city. The Imagine Duluth 2035 process included dialogue about vexillology, or the study of flags, during which it was noted that the current flag does not meet key principles for flag design: among other critiques, the existing design includes the city seal at its center. In its current iteration, the flag does not maximize the level of opportunity for recognition of the city.

Partners. Local non-profits, funding agencies, marketing groups, and arts-related institutional partners should be involved in considering how to review the flag's current design and, if determined appropriate, develop a process for an update.

Implementation Actions.

- a. Create an ad hoc group to provide structure and oversight to a review process for the existing flag and consideration of a process for its replacement.
- b. Conduct the agreed-upon process for replacement of the flag.
- c. Collaborate with community groups to ensure that the flag serves the purpose of establishing a strong identity and brand for the city. Endeavor to use the flag to bolster civic pride and regional and statewide recognition of Duluth.

7. Viewsheds – Views of the Lake, the Estuary, the Hill, or Landmarks

Rationale. A viewshed planning process was described in the 2006 Comprehensive Plan update, but only partially completed. An updated process evaluating important views would support the establishment of parameters regulating development types and heights across Duluth.

Topography has played an important role throughout the Imagine Duluth process and creates a unique opportunity for the city. Through the prioritization of viewsheds, a variety of metrics could be created. For example, a future policy action could call for a scenic view (the lake, the estuary, the hillside, or a landmark) from an overlook to be maintained within 1000 feet of all housing

units in the city. Duluth has substantial and well-appreciated natural beauty, and it is crucial that all residents of the city are able to access and enjoy it.

Views from Skyline Parkway remain equally important; continued implementation of the Skyline Parkway plans as described in the Transportation Chapter will help to maintain this resource.

Partners.

Implementation Actions. In order to proceed with a viewshed analysis, a scope of study would need to be defined. Follow-up steps would include the evaluation of priorities, the establishment of appropriate policy tools such as ordinances, and a determination of the breadth of importance of the issue. If deemed sufficiently important, the establishment of viewsheds could include physical changes to the city's built environment.

8. Industrial Waterfront

Rationale. Preserving and expanding opportunities within the city's waterfront and fostering a vibrant industrial economy in Duluth is an important component of the city's economic activity and an area where international coordination is commonplace. As economic conditions continue to evolve on the national and global scales, so too does the role of the industrial waterfront. Due to the quickening pace of economic change, opportunities to consider uses on an interim basis or changes to zoning districts (such as better coordination between Industrial General and Industrial Waterfront) may arise. In such instances, land uses should be evaluated in coordination between the City, DEDA, and Port Authority; collaboration between partners is fundamental for redevelopment. In 2018, evaluations to help better understand the industrial economy will take place through partnerships with the Duluth Seaway Port Authority. If necessary as a further step, additional work should be completed to ensure adequate coordination between actors and across plans.



Partners. Partners in industrial waterfront area activities should include, at a minimum, City departments, the DSPA, the Harbor Technical Advisory Committee (HTAC), and others.

Implementation Actions. Implementation of this transformative action will involve coordination of planning efforts between the City, DEDA, the DSPA and HTAC. Steps may include development of employment targets, improved connectivity for redeveloping sites, and analysis of service and utility provision in industrial areas.

5. Big ideas, transformative opportunities: the process

By no means is this chapter an exhaustive list of each and every possibility for a transformative action in Duluth. *Process for adding new big ideas to this chapter; conducting a research process and an alternatives analysis; involving partners; whether generated by Mayor, Council, staff, or citizen initiative.*

Other ideas that didn't make it into this chapter include reimagining the Canadian National ore docks in Lincoln Park to create a new public walkway similar to New York City's High Line, developing a water shuttle or taxi service, building canals throughout the city for east-west transportation, creating a dedicated space for outdoor fitness activities along the lake shore, and placing a cap or development directly over the freeway between downtown and the DECC.

DRAFT

Core Investment Areas

Areas identified are approximate.

