

November 17, 2017 – Update

Questions to: City of Duluth Community Planning Division, 218-730-5580 / compplan@duluthmn.gov / www.imagineduluth.com

Economic Development Policies and Strategies

Draft Economic Development Section Mission Statement: To develop an economic environment that advances the success and health of our community by promoting growth through an expanded tax base, growing population, and the creation of new jobs and innovative ideas.

Policy 1: Invest in people to increase employees' skills, ensure workforce availability for employers, and promote income self-sufficiency.

Policy 2: Foster growth of existing employers and strategically recruit new employers to Duluth.

Policy 3: Build on Existing Economic Strengths & Competitive Advantages

Policy 4: Embrace the Outdoors as an Economic Engine and Source of Community Wealth

Policy 5: Effectively Coordinate Marketing, Communication, and the City's Image

P1: Invest in people to increase employees' skills, ensure workforce availability for employers, and promote income self-sufficiency.

S1: Enhance programs to provide job training for historically disadvantaged residents, while concurrently identifying and understanding employment barriers and developing new means for collaboration.

S2: Coordinate resources and partnerships to develop new employment pathways in existing and emerging employment sectors; seek opportunities for new business incubators.

S3: Collaborate with K12, higher ed, businesses, and other partners to develop a coherent understanding of career paths to maximize opportunities for young people in the City.

S4: Establish new mentorship programs more closely aligned with high school and higher education; foster opportunities for apprenticeships and entry-level job training.

S5: Encourage entrepreneurship by high school and college graduates seeking to remain in Duluth following graduation; aggressively market local job opportunities through partnerships with the schools. Consider incentives to help young people strengthen their roots to the community.

S6: 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.

S7: Coordinate priorities with the Duluth Workforce Development Board to implement strategies that strengthen the workforce development system.

P2: Foster growth of existing employers and strategically recruit new employers to Duluth.

S1: Prioritize redevelopment efforts in the **Core Investment Areas (MAP)**. 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.

S2: Develop a strategic list of infrastructure investments anticipated to maximize opportunities and spur new private sector investment within **Industry and Commerce Priority Areas**.

S3: 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.

S4: Conduct site assembly strategically, whether advancing specific city policy goals or assisting businesses with expansion or relocation.

S5: 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.

S6: Ensure high-speed broadband availability citywide to foster growth of existing and new employers, with initial priority in Core Investment Areas.

S7: 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.

P3: Build on Existing Economic Strengths & Competitive Advantages

S1: 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 & Commerce Priority Areas.

S2: 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.

S3: Support the work of the Duluth Superior Port Authority and Duluth Airport Authority to maximize opportunities for economic growth on and around port and airport properties, and consistent with their respective priorities.

S4: Create a menu of options and next steps to encourage redevelopment of short-term **priority sites** (MAP).

S5: Collaborate with partners to publicize and regularly update inventory of available land, sites, and buildings.

S6: Support re-emerging economic opportunities for Duluth, especially craft-related industry, in appropriate locations.

S7: 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.

S8: 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.

S9: 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.

P4: Embrace the Outdoors as an Economic Engine and Source of Community Wealth

S1: Promote and develop access to parks and open space by employers and employees.

S2: Clearly delineate and publicize the federal navigation channel; encourage recreational use of Lake Superior and the Estuary when appropriate in coordination with partners.

S3: 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.

S4: When considering sale of public lands for economic development purposes, first consider economic value of such lands as an outdoor asset.

S5: Give priority consideration to new recreation-related industries and businesses.

P5: Effectively Coordinate Marketing, Communication, and the City's Image

S1: 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.

S2: Promote businesses in the city’s overall wayfinding effort to encourage commerce, especially to neighborhood business nodes within Core Investment Areas.

S3: Expand partnerships to promote the arts and additional cultural offerings.

S3: In coordination with the Duluth Indigenous Commission, encourage multi-lingual signage, particularly in the Ojibwe language, at local businesses interested in participating.

S5: Evaluate neighborhood centers with a unique cultural heritage, such as Duluth’s “Little Italy” for greater historical recognition and as places of economic opportunity.

S4: 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.

S5: 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.

S6: 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.