

2. A Vision to Implement

This chapter identifies and explains the vision, goals, objectives, strategies, tactics, and general implementation strategy of Sustainable Choices 2045.

Sustainable Choices 2045



Duluth-Superior Long-Range Transportation Plan

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Vision

Sustainable Choices 2045 is driven by the following overall **vision**:

Develop a community-supported multimodal transportation system that not only supports the diverse needs of people and commerce, but is also fiscally, socially, and environmentally sustainable over time.

This is the central tenet of *Sustainable Choices 2045* – the MIC’s Long Range Transportation Plan (LRTP).

Goals, Objectives, Strategies, & Tactics

Goals, objectives, strategies, and tactics associate specific actions that can be implemented to achieve the vision. For the purpose of this plan, the following definitions are used:

Goals are broad statements that describe a desired end state. They are successful endpoints an organization is striving for, and should help clarify an organization’s vision. Goals and objectives are usually the terms that are confused and used interchangeably. Goals are more general than objectives.

Objectives are specific, measurable statements that are used to measure the success or failure of a plan, policy, or organization. The key word here is “measurable.” A good objective should include (or lead to) the development of strategies that can be measured and tracked over time, and can be used to assess alternatives. There may be multiple objectives linked to each goal.

Strategies and **Performance Measures** are actions or metrics used to assess progress toward meeting an objective – in other words, “how” to meet objectives. They can be used to compare different plan, policy, or investment alternatives, as well as track actual performance over time. Strategies are not as specific as tactics or targets.

Tactics and **Targets** are where the rubber meets the road. Tactics are specific actions to implement the strategies. Targets are specific levels of performance that are desired to be achieved within a certain timeframe. Either can be used as a basis for comparing progress or performance over time, and both are an integral part of an implementation strategy.

*The Vision of
Sustainable Choices 2045
is to develop a
transportation system that:*

- Is community-supported;
- Multimodal;
- Supports the needs of both people and commerce,
- Is fiscally, socially, and environmentally sustainable over time.

The goals of *Sustainable Choices 2045* are to achieve five planning perspectives, which represent basic, important aspects of a community that transportation directly and indirectly impacts. The public surveys used to gather input and priorities from the public were largely developed around these five planning perspectives.

The Five Planning Perspectives

The five planning perspectives that form the basis of *Sustainable Choices 2045* are described below. They are listed in order of preference based on public survey results (described in detail in Chapter 7).

1. Health of People and the Environment

It is important to protect and enhance the environment, and promote energy conservation and public health through responsible transportation system policies and design. Ignoring these can lead to significant future costs in terms of human health, property damage, and environmental remediation.

2. Livable Communities and Equity

A livable and equitable community is a safe and connected place where people can live independent, healthy, and meaningful lives. These places have a diverse and resilient local economy, transportation options that access needed services, and provide opportunities and choices for people of all ages and ability to engage in the community's civic, economic, and social life.

3. Safety

Continually improving the safety of the Duluth-Superior transportation system for all users and modes is obviously important. A part of system safety is ensuring we are prepared to handle emergencies and disasters. Additionally, a well-functioning system is secure, helping people feel free from danger or fear.

4. Moving People and Goods

Ensuring people and goods get to where they need to go is an essential purpose of a local transportation system. Factors such as how easy it is for people and goods to move from one place to another, how well-connected primary destinations

The Goals of *Sustainable Choices 2045* are Based on Five Planning Perspectives:

- Health of People & the Environment
- Livable Communities & Equity
- Safety
- Moving People & Goods
- Economic Vitality

are, and ensuring all modes of transportation operate as one seamless network, are all important.

5. Economic Vitality

Local and regional transportation systems are critical to a healthy economy. It is important to develop and maintain our transportation system to support economic productivity, efficiency, and competitiveness. As visitors contribute significantly to our local economy, it is important our transportation system enhance travel and tourism.

Goals

The five goals of *Sustainable Choices 2045*, representing the five planning perspectives, are:

Goal 1

Promote public health and energy conservation, and protect and enhance the environment through responsible Duluth-Superior area transportation system policies and design.

Goal 2

Ensure the Duluth-Superior area transportation system supports the development and maintenance of a safe, healthy, and connected community that provides opportunities and choices for people of all ages, incomes, and abilities.

Goal 3

Ensure the safety and security of the Duluth-Superior area transportation system for all users and modes, including being prepared to handle emergencies and disasters.

Goal 4

Ensure the Duluth-Superior area transportation system is an integrated multimodal network that supports people and goods getting to where they need to go in an efficient manner.

Goal 5

Develop and maintain the Duluth-Superior area transportation system to support economic productivity and competitiveness, including tourism.

While achieving a relative balance of all five goals within our transportation projects and across the transportation network is desired, it is understood that it may not be possible or necessary to achieve this balance in every project.

Three overarching questions

- ...should be asked to focus transportation policies, decisions, and projects towards achieving the overall vision of our regional transportation network:
- Is this policy, project, or decision fiscally sustainable?
- How does this policy, project, or decision help promote social sustainability?
- How does this policy, project, or decision help promote environmental sustainability?

Objectives

The following objectives for each goal were developed based on survey results as well as discussion and recommendations from the LRTP Advisory Committee.

Goal 1

Promote public health and energy conservation, and protect and enhance the environment through responsible Duluth-Superior area transportation system policies and design.

Objective 1-1

Design and maintain infrastructure across the Duluth-Superior area transportation system in a manner that supports and encourages a physically active everyday transportation routine.

Objective 1-2

Improve energy conservation related to the use and operation of the local and regional transportation system, for both environmental and public health benefits.

Objective 1-3

Through innovative design, improved infrastructure, land use planning, use of sustainable approaches, higher fuel efficiency, and other options, avoid, minimize, and/or mitigate the negative environmental impacts of the Duluth-Superior area transportation system, such as stormwater runoff, flooding, air emissions, toxic pollution, noise and light pollution, and the spread of invasive species.

Goal 1

Promote public health and energy conservation and protect and enhance the environment through transportation system policies and design

Goal 2

Ensure the Duluth-Superior area transportation system supports the development and maintenance of a safe, healthy, and connected community that provides opportunities and choices for people of all ages, incomes, and abilities.

Objective 2-1

Provide legitimate choices for all people of all ages, incomes, and abilities across the entire Duluth-Superior area transportation system.

Objective 2-2

Ensure legitimate opportunities for the public to engage in discussion about, and to share their needs and desires regarding the Duluth-Superior area transportation system.

Objective 2-3

Build and maintain infrastructure that fits the neighborhood character.

Objective 2-4

Appropriately scale transportation-related projects across the Duluth-Superior area transportation system.

Objective 2-5

Ensure investments in the Duluth-Superior area transportation system lead to a diversification of transportation options for people across all modes.

Objective 2-6

Make information about the Duluth-Superior area transportation system available to the public in a variety of ways.

Goal 2

Ensure the area transportation system supports the development and maintenance of a safe, healthy, and connected community that provides opportunities and choices for people of all ages, incomes, and abilities.

Goal 3

Ensure the safety and security of the Duluth-Superior area transportation system for all users and modes, including being prepared to handle emergencies and disasters.

Objective 3-1

Ensure acceptable security, emergency response, disaster preparedness, and risk mitigation is maintained across the entire Duluth-Superior area transportation system.

Objective 3-2

Ensure evidence-based, data-supported design integrating acceptable levels of risk is emphasized in transportation-related project development and selection.

Objective 3-3

Prioritize safety and acceptable levels of risk for vulnerable users of the Duluth-Superior area transportation system.

Objective 3-4

Meet all required safety-related federal, state, and local performance measures.

Objective 3-5

Maintain Duluth-Superior area transportation system infrastructure to ensure an acceptable level of risk for all users, both people and goods.

Objective 3-6

Use technology to improve the safety and security of the Duluth-Superior area transportation system.

Goal 3

Ensure the safety and security of the Duluth-Superior area transportation system for all users and modes, including being prepared to handle emergencies and disasters.

Goal 4

Ensure the Duluth-Superior area transportation system is an integrated multimodal network that supports people and goods getting to where they need to go in an efficient manner.

Objective 4-1

Provide viable and efficient travel options for the movement of people and goods across the entire Duluth-Superior area transportation system.

Objective 4-2

Address inefficiencies in the Duluth-Superior area transportation system for all modes.

Objective 4-3

Improve real-time travel across the Duluth-Superior area transportation system by maintaining the current critical infrastructure to increase longevity of local transportation facilities for all modes.

Objective 4-4

Improve real-time travel across the Duluth-Superior area transportation system through the adoption and use of technology.

Objective 4-5

Ensure direct travel connections between modes of transportation for people exist and are maintained across the Duluth-Superior area transportation system.

Objective 4-6

Ensure direct travel connections between modes of transportation for goods and services exist and are maintained across the Duluth-Superior area transportation system.

Objective 4-7

Meet all required federal, state, and local performance measures and targets for NHS infrastructure (PM2), system performance on the NHS (PM3), and transit asset management (TAM).

Goal 4

Ensure the Duluth-Superior area transportation system is an integrated multimodal network that supports people and goods getting to where they need to go in an efficient manner.

Goal 5

Develop and maintain the Duluth-Superior area transportation system to support economic productivity and competitiveness, including tourism.

Objective 5-1

Ensure the Duluth-Superior area transportation system provides access to and connection of key population and employment centers.

Objective 5-2

Improve access and mobility across the Duluth-Superior area transportation system for the movement of freight.

Objective 5-3

Promote Duluth-Superior area transportation system decisions and investments that enhance the regional and global competitiveness of the Duluth-Superior Port.

Objective 5-4

Promote Duluth-Superior area transportation system decisions and investments that stimulate neighborhood and regional economic activity, such as those that support core investment areas in local jurisdictions.

Objective 5-5

Make it easier to travel to tourist destinations and events.

Objective 5-6

Integrate existing economic development plan recommendations when making decisions about Duluth-Superior area transportation system projects.

Goal 5

Develop and maintain the Duluth-Superior area transportation system to support economic productivity and competitiveness, including tourism.

Strategies & Tactics

Developing specific strategies and tactics under each objective are proposed to be determined by an Implementation Strategy Team (discussed below).

It is anticipated that these will incorporate comments from the public surveys, public meetings and consultations with MIC-area jurisdictions, as well as the input of planners and engineers from the MIC's Transportation Advisory Committee (TAC).

Example

Goal 5

Develop and maintain the Duluth-Superior area transportation system to support economic productivity and competitiveness.

Objective 5-1: Ensure the Duluth-Superior area transportation system provides access to and connection of key population and employment centers.

Strategy 1a: Ensure consistent transit route options exist in all primary neighborhoods

Strategy 1b: Ensure consistent transit route options exist to all primary employment centers or employers

Strategy 1c: Ensure transit options exist to and from key employment centers or employers at times that allow employees to arrive before common shifts and use transit following common shift end times.

- **Tactic 1c1:** Ensure DTA bus route 8 includes at least one service leaving the Miller Hill Mall after 11:15 PM.
- **Tactic 1c2:** Same as c1 for DTA bus route 5.

Performance Measures & Targets

Performance measures and targets included in *Sustainable Choices 2045* are federal requirements that have already been approved by the MIC Board. It is proposed they be included within an implementation strategy as described below. They are also included on pages 5-23—5-33 in Chapter 5.

Strategies, Tactics, Performance Measures, and Targets

- are the details to ensure the objectives and goals of *Sustainable Choices 2045* are met and implemented

Implementation Strategy

Upon approval of *Sustainable Choices 2045*, a team will be established to guide ongoing implementation of the Plan's vision, goals and objectives. Tasks for the Team will likely include:

- Develop an overall implementation strategy that outlines a process and details steps to be taken.
- Prepare a list of strategies specific to each objective listed in *Sustainable Choices 2045* that can be used when implementing the objectives.
- Prepare a list of tactics specific to each strategy that can be used when implementing the objectives.
- Consider how the comments received from surveys, partner groups and jurisdictional consultations can be considered and used to help implement *Sustainable Choices 2045*.
- List all current required performance measures and targets, and include ideas on how to ensure they are implemented and met.
- Update the TIP project selection process to address and meet the long range objectives of *Sustainable Choices 2045*.
- Distribute *Sustainable Choices 2045* to all appropriate MIC-area jurisdictions, agencies, and partners for their consideration.
- Assist jurisdictions, agencies, and partners in including and/or implementing portions of *Sustainable Choices 2045* within their own plans, policies, or projects.
- Develop an evaluation process and timeframe to regularly assess progress toward implementing the goals and objectives of *Sustainable Choices 2045* (at least once annually).
- Generally ensure that over time, all aspects of *Sustainable Choices 2045* are being implemented.

Implementation Team

- Upon approval of *Sustainable Choices 2045*, a team will be established to guide implementation of the Plan's vision, goals and objectives.