








# 2026 Big 5 Action Plan | At a Glance

**MISSION:** To deliver effective and efficient core city services at a tax rate businesses and residents can afford and sustain.

	GOAL	WHAT WE ARE DOING	SUCSESSES
 <b>HOUSING</b>	Increasing housing inventory in all income levels	<ul style="list-style-type: none"> <li>• Removing blight and improving neighborhoods</li> <li>• Making it easier and faster to build housing</li> <li>• Using city land for new housing</li> <li>• Sharing a clear plan for Duluth's growth</li> </ul>	<ul style="list-style-type: none"> <li>• Added 800 units of housing in 2024 and 2025</li> <li>• 300+ additional units of housing expected in 2026</li> <li>• Uniform Development Code (UDC) overhaul in 2026</li> <li>• Housing Summit in November 2025 and 2026</li> </ul>
 <b>COMMERCIAL TAX BASE</b>	Growing Duluth's commercial tax base to support core city service expenditures	<ul style="list-style-type: none"> <li>• Preparing sites for new businesses</li> <li>• Supporting and retaining local businesses</li> <li>• Aligning workforce training with employer needs</li> <li>• Expanding housing to attract and keep workers</li> </ul>	<ul style="list-style-type: none"> <li>• \$300 million expansion of Sofidel</li> <li>• Atlas Park completion</li> <li>• Progress on Lot D</li> <li>• Manufacturing site visits</li> </ul>
 <b>STREETS &amp; UTILITIES</b>	Regularly refreshing Duluth's streets, utilities, and public infrastructure	<ul style="list-style-type: none"> <li>• Investing in roads, trails, and public infrastructure</li> <li>• Implementing a long-term plan to fund repairs</li> <li>• Prioritizing maintenance of existing assets paired with strategic new investments</li> <li>• Improving pedestrian navigation</li> </ul>	<ul style="list-style-type: none"> <li>• Resurfaced 36 miles of streets in 2024 and 2025</li> <li>• Replaced approximately 2,400 lead service lines</li> <li>• Improved safety for pedestrians, cyclists, and vehicles along Skyline Parkway</li> <li>• Redesigned Sixth Avenue E</li> <li>• Fully funded repairs to Aerial Lift Bridge beginning in 2026</li> </ul>
 <b>PROPERTY TAXES</b>	Keeping property taxes affordable and sustainable for residents and businesses	<ul style="list-style-type: none"> <li>• Diversifying revenue sources</li> <li>• Using city land strategically to grow the tax base</li> <li>• Updating fees to reflect service use</li> <li>• Clearly explaining taxes, spending, and priorities</li> </ul>	<ul style="list-style-type: none"> <li>• 2024: Delivered the first 0% tax levy in a decade</li> <li>• 2025: Resolved \$7.3M budget with proposed "inflation only" (2.7%) levy</li> </ul>
 <b>DOWNTOWN DULUTH</b>	Revitalizing downtown as a vibrant, safe, and economically active center for residents, workers, and visitors	<ul style="list-style-type: none"> <li>• Bringing more activity and foot traffic downtown</li> <li>• Encouraging redevelopment of underused buildings</li> <li>• Partnering to provide events and support vibrant public spaces</li> <li>• Improving safety and increasing public presence</li> </ul>	<ul style="list-style-type: none"> <li>• Completed "Imagine Downtown" plan</li> <li>• Demolition of Kozy and Shoppers Ramp</li> <li>• Skywalk study complete</li> <li>• Partnering to support First Street Fridays downtown</li> </ul>