ACKNOWLEDGEMENTS

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City of Ashland
Deb Lewis, Mayor
Mary Garness, City Administrator
Dennis Clark, Public Works
Sara Hudson, Parks and Recreation Director
Ray Hyde, Public Works
April Kroner, Planning and Development Director
Rose Spieler-Sandberg, Assistant Planner
Steve Sharp, Facilities & Grounds
David Siegler, City Attorney
Scott Stegmann, Marina Manager

Ashland Ore Dock Charitable Trust
John Beirl
Holly George
Gary LaPean
Micheal Miller
Ed Monroe
Dick PuFall
Dawn Rivard
Jean Ronning

Stakeholder Group
Alliance for Sustainability
Ashland Area Chamber of Commerce
Ashland Area Development Corporation
Ashland Baking Co./ Black Cat Coffee

Ashland Business Alliance
Ashland Historical Society
Big Top Chautauqua
Board of Commissioners of Public Lands
Bretting Manufacturing
John Chapple
Heart Graphics
Ignite Fitness
Tom Mathieson
Memorial Medical Center
National Parks Services
Northern Great Lakes Visitors Center
Northland College
Spot Wellness
United State Geological Survey
United States Army Corps of Engineers
UW-Extension
Wisconsin Department of Natural Resources
Wisconsin Indianhead Technical College
Xcel Energy
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1. ASHLAND ORE DOCK

The former Wisconsin Central Ore Dock is a massive piece of maritime infrastructure. Its presence and the industry it supported shaped the community and the region, served as an iconic representation of Ashland’s waterfront, and is part of the community’s heritage. While the removal of the dock superstructure and associate rail spurs have changed the function and appearance of the Ashland Ore Dock, its potential to influence Ashland’s future remains unchanged.

At nearly 1900 feet long and 66 feet wide, the historic structure will become the crown jewel of Ashland’s waterfront park and open space system. It is an iconic element that can celebrate the past, become a unique waterfront destination for residents and visitor alike, and act as a new kind of catalyst for economic development within the community.

The importance of this opportunity is clear and the focus on repurposing the ore dock began in 2014 with the formation of the Ore Dock Ad Hoc Committee. Formed to help guide the direction and potential re-use of the Ore Dock, their extensive public outreach gathered community input on the future uses envisioned for this new community resource. In early 2015, the Committee presented the City with initial recommendations for the Ashland Ore Dock, including a recommendation that initial improvements should focus on expanding public access and use. The Committee also identified additional phases to expand use of the dock through the inclusion of commercial ventures and a broad range of programmed events.

The community’s vision for the Ore Dock is a multi-functional amenity. One that offers a location for a variety of community events and entertainment options, and includes ample facilities that make it convenient, enjoyable and safe to use. A place to recreate with an emphasis on public access along the full length of the dock. It should include landscape features that make it a pleasant experience and tell the history of the dock and associated shipping industry that gave birth to it. And, it should be simple and authentic.

This planning and design summary establishes a vision for the future of Ashland’s new Ore Dock. It has been drafted through extensive public input and represents the aspirations of a community. The vision described in the following pages is the beginning of a dialog rather than the end of a process. As design progresses, community input will be sought to reaffirm the vision and influence the detailed design of phased improvements to ensure alignment with the community’s goal embodied by the guiding principles found herein.
Ore Dock Prior to Superstructure Demolition

View Down the Dock and into the Bay
2. PUBLIC ENGAGEMENT & PROGRAM DEVELOPMENT

Public engagement is essential to develop a vision for such an important, iconic community project. It will ensure the Ore Dock improvements reflect the values of the community and generate public momentum that can be sustained through implementation process. Extensive outreach began late 2014 with the formation of the Ore Dock Ad Hoc Committee. Multiple public input sessions held by this group culminated in creation of a summary of input entitled ‘Recommendation for Use/Development of the Ashland Ore Dock.’

The design process continued the process of public engagement. In January 2016, the City and consultant team hosted an intensive, multi-day design charrette. During this session, approximately 20 stakeholder groups, the public and Ad Hoc Committee offered thoughts and perspectives on the future of the Ore Dock to the design team. From this input, a series of goals were distilled to inform and guide design decisions. A series of alternatives were tested to identify preferences and develop a draft preferred plan. In March of 2016, the preferred plan was presented to the community to gain additional feedback. Further refinement were made and, in August of 2016, the final concept was unveiled during a joint public meeting hosted by City Council and Plan Commission.

The Concept Plan is a reflection of input that begin in advance of, and continued throughout the design process. It is a bold vision intended to inspire the community and offers guidance to both investments and volunteer efforts. It will continue to evolve with public input as additional details are developed and implementation efforts advance.
Ad-Hoc Ore Dock Committee and Design Team Reviewing Public Feedback

Preparation of Sketches at January Design Charrette

Presentation of Initial Ideas for Accessing the Diamonds

Public Presentation of Preferred Design Concept
3. GUIDING PRINCIPLES

The following guiding principles were derived from the Ashland Ore Dock Ad-Hoc Committee public input sessions and community feedback received throughout the design process. They represent the civic goals, objectives and aspirations for the Ore Dock. They reflect the spirit of a community that understands the opportunities afforded by this project and serve as the benchmark against which the success of the project can be judged.

Create a landmark destination for all.
The Ore Dock should serve as a source of pride for residents. It should be visited frequently by those living with the region and draw visitors to the area – a key gateway to Lake Superior and the Apostle Islands National Lakeshore.

Honor and celebrate the Ore Dock past, present and future.
The Ore Dock should help convey the community’s history, its reason for being and the rich maritime and industrial heritage. It should become a major catalyst for community reinvestment and exemplify the community’s vibrant future – extending a legacy for generations to come.

Connect the city to its Ore Dock.
Local and regional trails should leverage the Ore Dock as a major trailhead that introduce visitors to the diverse cultural and natural assets that define the city of Ashland, Chequamegon Bay and Lake Superior. The Ore Dock should foster the creation of new partnerships that support reinvestment and redevelopment while bolster the success of those local businesses that exist.

Create a bold vision that is incrementally implemented and adaptable over time.
The vision should define the future character and shape of improvements at the Ore Dock, providing a roadmap that helps bolster volunteerism and momentum. At the same time, the vision should be flexible to accommodate changes in use over time and be incrementally implementable in logical phases as resources become available. It should leverage available funding sources, build partnerships signify the community’s resolve.

Improve access and mobility.
The future Ore Dock should accommodate safe, comfortable and efficient access and use by all ages and ability levels. Improved connectivity from regional trails and the nearby roadway network shall provide more direct and clear access to the Ore Dock. Improvements shall provide parking that supports daily use while accommodating use and access for large events.

Build project champions that guide future implementation.
Strong and committed leadership will be necessary to realize the full Ore Dock vision. This leadership will find common ground, ensure ongoing excellence and high-quality standards for improvements and continue the momentum needed to incrementally implement Ore Dock transformation.
Think holistically to put sustainability and innovation at the forefront.

Sustainability and innovation should inform and influence the design and improvements built at the Ore Dock. Challenges should be met with holistic thinking that considers not just the short-term ramifications of decisions, but long-term opportunities and outcomes that may result. Solutions should take advantage of opportunities to leverage local resources (financial and otherwise) for larger community gain and build partnerships with educators and researchers that enable innovation and sustainability. They should preserve, enhance and support investments that improve the local ecology and illustrate the community’s commitment to Ore Dock transformation.
4. ENVISIONING THE POTENTIAL
The Concept Design for the Ore Dock strives to create a vibrant, dynamic and adaptable jewel along Ashland’s shoreline that becomes part of the daily lives of residents and a sought after destination that attracts visitors. It is envisioned as a destination to host events and festivals, a catalyst to form new partnerships that define a new economy, a resource to influence people’s understanding of Lake Superior ecology and our freshwater resources and a place that supports recreation activities and attracts private investment in the community.

The Plan draws inspiration for the materials and character of improvements from the local community and historical use of the site. It represents an amazing opportunity to reuse and repurpose ore dock artifacts and tell stories that honor Ashland’s legacy. The Ore Dock should also be thought of as a living element that is part of a potential new economy and will be remembered very differently by current and future generations.

The Concept Design depicted in the following sections paints a vision for the future of the Ore Dock. It represents a big idea developed in response to public comments and input. Achieving this vision will only be accomplished incrementally. The final character, materials and design of improvements described herein are not set or intended to be static. Instead the vision should be treated as a starting point - guidance that conveys the community’s goals and offers an intent. Achieving it will take a tremendous amount of effort and commitment. There will be challenges, setback and celebrations – the latter of which are particularly important to acknowledge. Persevere and rise to the challenge. People invest in communities that invest in themselves. Those that elect to guide change, or embrace the idea of influencing it stand to better themselves and the community’s in which they live.
4.1 UPLAND GATEWAY

Stuntz Avenue is extended to Highway 2. Native landscaping along a wide terrace cleans stormwater from upland development and hosts a trail that links to Bay City Creek and nearby neighborhoods leading to downtown. Restored light towers from the historic Ore Dock line Stuntz Avenue with views of the lake in the distance. Formerly undeveloped land vacated by the former trestle and approach are home to new residents and shops. Researchers at the new collaborative facility partner with federal agencies and international experts to develop new policies and recommendations key to defining a new “blue economy” and inform nearshore freshwater restoration efforts. New infrastructure including accessible walkways, drop-offs and parking areas support use of the Ore Dock by visitors of all ages and abilities and is part of the daily lives of Ashland residents and hosts large regional events and festivals.
4.1.1. Lake Shore Gateway
At the newly created intersection of Stuntz Avenue and Lake Shore Drive, the Lake Shore Gateway presents an opportunity highlight the presence of the nearby ore dock and create pedestrian and trail connections from nearby neighborhoods. The Gateway may include elements such as special lighting and signage using artifacts such as an ore chute or ore car.

4.1.2. Redevelopment
Strategic property acquisitions and land transfers associated with the ore dock decommissioning will allow the City to leverage private investment in redevelopment of key parcels in conjunction with public investments in infrastructure and ore dock improvements. Additional acquisitions are anticipated to create parcels that enhance the redevelopment potential of some sites. Requirements for redevelopment sites are being created to achieve the best outcome for the City and successfully integrate existing and future uses.

4.1.3. Stuntz Avenue Extension
The direct link between the Ore Dock and Highway 2 (Lake Shore Drive) results from the extension of Stuntz Avenue. This link enhances ore dock access, preserves a prominent view to the Lake and serves redevelopment sites.

4.1.4. Filtration Terrace
A wide terrace along Stuntz Avenue preserves views to Lake Superior while helping clean stormwater runoff from the newly constructed connection, existing uses and redevelopment sites. Native, low maintenance landscaping will be planted and the area will be shaped to create shallow biofiltration zones. Interpretive displays and/or artifacts from the ore dock and trestle may be integrated within the landscaped areas along the new trail that links Lake Shore Drive with the ore dock.
4.1.5. Collaborative Research Center
A collaboration between key partners such as Northland College and the USGS results in the new research and innovation hub. The potential research center’s close proximity to the lake and ore dock allow for easy access to the water and are part of the driver for new investments and economic development within the region. Special event parking can be coordinated so that the facility’s lot is available for festivals and public parking along the top of the bluff near Water Street is reserved for daily users of the ore dock. A community space may be incorporated into the building and interpretive displays developed in collaboration with the historical society tell both the history of the site and the innovative work and research occurring at the Center and on the KIYI.

4.1.6. Stuntz Avenue Drop-Off
East of the Stuntz Avenue intersection with Water Street is a drop-off. A small entrance plaza with public restrooms provides an ADA accessible connection to the Tri-County Trail and ore dock. During large events, small carts shuttle visitors from the drop-off area to the ore dock. Buses and/or service vehicles may also use this point to access the Tri-County Trail to drop-off immediately at the ore dock or to access the ore dock for special events.

4.1.7. Trestle Overlook & Amphitheater
Located at the terminus of Stuntz Avenue, the Trestle Overlook has elevated views of the ore dock, existing wetland at the ore dock base and informal amphitheater stage. The design of the overlook draws inspiration from historic trestle approach that existed near this area and will include interpretive information detailing the history of the ore dock. An informal amphitheater serve as a transition from the top of bluff to the existing wetland.

4.1.8. Kreher Park Drop-Off
Reconfiguration of camp sites within Kreher Park creates this new drop-off without the loss of camping revenue. A large turn-around facilitates drop-off by large vehicles such as buses while preserving the service drive to the USGS KIYI. Dedicated accessible parking stalls link with the Tri-County Trail, providing access to the Ore Dock. Service vehicle access and event drop-off at the ore dock can be accommodate through this access as well.

View from Trestle Overlook near Amphitheater and Stuntz Drop-Off
Upland Gateway with Amphitheater in Foreground
4.2 1916 DOCK

The 1916 section of the Ore Dock is the gateway to the crown jewel of Ashland’s lakefront. Its proximity and connection to shore make it an ideal spot for large gatherings and special events. Interpretive elements explain how it shaped the legacy of the community and contribution toward shaping the shoreline that remains. Trails from nearby areas link the dock to the broader community and the forecourt serves as the gateway onto the dock for those arriving by foot and a drop-off for those attending special events. The large steel panels that once served as guardians limiting views and controlling access have been transformed into interactive letters that spell ASHLAND ORE DOCK and create the “Kodak moment” visitors revisit while telling the story of their travels. Historic artifacts have been repurposed as benches and lighting. Large groups celebrate milestones like a key anniversary while couples and families find have “their spot” for weekly picnics or to catch their evening meal.

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1. Trestle Plaza (community table)
2. Chute Shelter
3. Transient
4. Lawn Panel
5. Legacy
6. Fireside Shelter

Existing Elements
1. KIYI Dock
2. Tri-County Trail
3. Kreher Park Campground

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Chequamegon Bay
4.2.1. Switching Plaza

This plaza extends from the existing Tri-County Trail to the nearshore areas of the Ore Dock and serves as both a welcoming arrival point and large community gather space. Moveable benches at the base of the Ore Dock allow maintenance and service access to the dock while also creating a defined forecourt that can host food trucks or other concessions during special events. Patterning or actual rails set into the walking surface convey the historic importance of this ore car switching zone. Low maintenance landscaping along one side creates a pleasant arrival experience and becomes the backdrop for large ASHLAND ORE DOCK cut-out letters that are the postcard shot for many visitors. Handrails along the perimeter of the Ore Dock enhance safety for younger visitors and large community festivals, and are offset along the eastern side to retain access to the edge for fishing. A large communal table caps the northern edge of the planting area, providing flexible seating options for a small group and can be further enclosed by a temporary canopy for large events such as weddings or graduations parties.
4.2.2. Chute Shelter

At the midpoint of the 1916 section, near the end of the KIYI Dock is a large shelter. Two reclaimed chutes commonly seen filling lake freighters form the edges of the shelter. Overhead panels and perforated metal sheets that incorporate interpretive displays form one wall of the shelter and provide shade while offering some protection from rain and wind. Benches and landscape areas opposite the perforated panels help define the space and make it more comfortable for visitors to pass by large gatherings at the Chute Shelter. Flanking the shelter are lounge chairs that can be pushed together for larger groups use or repositioned to watch the sunrise in the morning and sunset in the evenings. Historic light towers that sat atop the ore dock on the rail level are restored and used as lights throughout the area.

4.2.3. Transient Dock

Visitors to Ashland and its Ore Dock can temporarily moor boats at the transient dock located across from the Chute Shelter. The dock can be raised or lowered in response to seasonal or annual water level fluctuations as this site is too exposed to accommodate floating dockage without some form of protection. The dock is designed to accommodate approximately 6 to 12 transient boats for short-term stays. Charter fishing or cruise operations may also elect to use the dock for special event or routine use. Additional and larger recreational boats and commercials ships can tie up to the Ore Dock as well using the existing mooring bollards or kevels located along the perimeter of the dock.
4.2.4. Sunning Lawn

Synthetic turf creates the look and feel of lawn with less maintenance or no requirements for irrigation. A perimeter seat wall offers informal seating and allows this zone to be elevated slightly above the adjoining walkway.

4.2.5. Legacy Garden

The buried haunches that formerly supported the massive superstructure are exposed within an interpretive, low maintenance landscape that features interpretive displays, historic ore dock artifacts and public art. Benches made of ore dock artifacts offer small group gathering areas or a place to rest and overlook the lake.

4.2.6. Fireside Shelter

Sliding panels around the perimeter of this shelter can be adjusted to provide protection from the winter wind or a cool breeze on a summer evening. A potential fireplace integrated into the structure of the shelter creates a unique amenity similar to shoreline fire pits common along Lake Superior shoreline cottages. Seating is provided by a combination of fixed benches which may be built from reclaimed Lake Superior timber and moveable benches or chairs.
1916 Dock Looking West with USGS K01 in Background
1916 Dock Looking South with Chute Shelter in Foreground, Switching Plaza at Ore Dock Base and Potential Collaborative Research Center in Background
4.3 THE DIAMONDS

Jumping from the top of the Ore Dock and fishing the diamonds – Ashland’s folklore. The traditions and rites of passage remain in the minds and hearts of many who have lived in the area since childhood. For visitors to the new dock and generations in the future, The Diamonds continue to carry a special meaning. Visitors pick out their favorite diamond to fish, look for the family of otters they saw there the last time or simple enjoy the view while on their daily morning workout. The unique opportunity to experience the lake while nearly 2000 feet offshore becomes etched in the minds of visitors who return frequently to see the changing seasons or watch the storm roll in. The Ore Dock remains part of what defines “home” for those from the area and is the destination for those who visit the area.
4.3.1. **Floating Wetland**
Proposed to be built as part of a volunteer effort, the floating wetland cells are part of an educational program that make the Ore Dock the community’s outdoor classroom. The wetlands provide an example of local plant communities and provide habitat for a variety of species, including the local otter family that frequents the ore dock.

4.3.2. **Diamond Walk**
Railings along the inside edge of the elevated walkway protect visitors fishing the diamonds or gazing across the lake from falling. The seat wall along the outer edge adjacent to the historic ore dock surface sits above the walking surface to help guide stroller wheels. Groups of visitors sit on top of the wall or use it as a backrest while fishing. Stairs from the walkway provide access to the edge and mirror the location of the historic staircases that can be seen leading to the diamond level.
4.3.3. **Midpoint Crossing**

Halfway down the nearly 900 foot Diamond Walk as the walkway transitions from one side to the other, a cluster of benches are organized to provide a place to stop and view Gilligan’s Island or sit while waiting for their bobber to dip below the water’s surface in the diamond.

4.3.4. **151 Lookout**

At the end of the 151st pair of bents that formed the familiar cathedral shape and supported the rail superstructure is the aptly named 151 Lookout. The deck is set below the surface of the perimeter concrete edge providing some protection for visitors, but is high enough to be above the influence of water level fluctuations that occur within the underlying diamonds. The three existing terminal haunches are capped to create platforms for sunning, viewing, picnicking or group gatherings and encourage visitors to linger for the upcoming sunrise or sunset. The side panels of the large rugged shelter provides opportunities for informational displays and some protection from wind and waves that can at times overtop the edge of the dock.
151 Lookout with New Shelter Nearly 2000 feet from Shore
5.0 ACTION PLAN

The following section identifies the potential phasing, costs and series of next steps recommended to advance the project. Information contained within this section should be frequently revisited and refined based on new information and further study.

5.1 PHASING AND COST OPINION

Implementation of the vision is anticipated to be incremental. As funding is identified and secured, priorities may change – this is to be expected.

Costs presented in the following section are based on a series of assumptions with respect to the level of finish, materials and existing conditions. Costs are presented in 2016 dollars, and may escalate approximately 3-5% annually after 2017. All figures include a 30% construction, design and permitting contingency. Final costs may be more or less than those presented and some projects may be scalable based on the scope of work and volunteer efforts.

Priorities are based on input from the Ad-Hoc Ore Dock Committee, public, Plan Commission and City Council. The availability of funding to support implementation of a particular element or project can directly influence a project’s priority, therefore, the ranking should not be deemed fixed or inflexible but rather an indication of initial community preference.
### PHASE & COST

<table>
<thead>
<tr>
<th>PHASE &amp; COST</th>
<th>PRIORITY</th>
<th>TIMING</th>
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<tbody>
<tr>
<td><strong>Diamond Access: $2,784,000</strong></td>
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<tr>
<td>Diamond Walk &amp; Railings - $2,098,000</td>
<td>High</td>
<td>Design, Engineering &amp; Permitting for walkway and railings to start Fall 2016, construction based on grant timing (~2018)</td>
</tr>
<tr>
<td>151 Lookout Shelter - $342,000</td>
<td>Mid</td>
<td></td>
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<tr>
<td>Site Furnishings &amp; Inter. Elements - $228,000</td>
<td>Mid</td>
<td></td>
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<tr>
<td>Floating Wetland - $116,000</td>
<td>Low</td>
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<td><strong>1916 Dock: $2,939,000</strong></td>
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<tr>
<td>Hardscape &amp; Railings - $417,000</td>
<td>High</td>
<td>Consider donations to help defray cost of Chute Shelter &amp; interpretive elements.</td>
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<td>Shelters - $991,000</td>
<td>Mid</td>
<td>Mobilize volunteer investments and efforts for landscaping and other initial improvements.</td>
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<tr>
<td>Site Furnishings &amp; Inter. Elements - $908,000</td>
<td>Low</td>
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<tr>
<td>Landscaping (inc. Legacy Garden) - $165,000</td>
<td>Low</td>
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<tr>
<td>Transient Dock - $198,000</td>
<td>Low</td>
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<tr>
<td>Sunning Lawn - $340,000</td>
<td>Low</td>
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<td><strong>Main Gathering Area: $2,771,000</strong></td>
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<tr>
<td>Stuntz Drop-off, Plazas, Trail &amp; Restroom - $863,000</td>
<td>High</td>
<td>Coordinate access with redevelopment and potential research facility development timing</td>
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<tr>
<td>Amphitheater, Overlook &amp; Landscape - $674,000</td>
<td>Low</td>
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<tr>
<td>Kreher Drop-Off &amp; Reconfiguration - $200,000</td>
<td>High</td>
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<tr>
<td>Lakeshore Gateway &amp; Stuntz Ext. - $1,034,000</td>
<td>High</td>
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## 5.2 RECOMMENDED NEXT STEPS

The following are the recommended set of next steps and corresponding general timeline for moving forward.

<table>
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<tr>
<th>NO.</th>
<th>TIMELINE</th>
<th>ACTION</th>
<th>POTENTIAL LEAD ENTITY(S)</th>
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| 1   | Fall 2016  | **Formally adopt/approve (via Resolution) the Ashland Ore Dock Concept Design.**  
- Serves as the basis for future phases of design and guides volunteer efforts;  
- Reflects validity of public input and supports funding applications to state and federal agencies; and  
- Align recommendations to avoid conflicts with ongoing planning initiatives. | Mayor; Planning Department; City Council                    |
| 2   | Fall 2016  | **Confirm first phase implementation project(s) and complete design and permitting to allow for implementation.**  
- Finalize scope of work and execute agreement for consultant design services;  
- Identify survey, wetland delineation and other background informational needs required to complete design tasks;  
- Confirm cost requirements and funding source to cover ongoing services; and  
- Build timeline for completion of tasks and construction activities that align with upcoming grant cycles. | Interdepartmental City Staff; City Council; Ore Dock Trust; SmithGroupJJR |
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<th>POTENTIAL LEAD ENTITY(S)</th>
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<tr>
<td>3</td>
<td>Fall 2016 –</td>
<td>Fund and construct “early win” projects that illustrate a commitment to plan recommendations and bolster community support and momentum.</td>
<td>Interdepartmental City Staff; Mayor; Ore Dock Trust; Ore Dock Ad-Hoc Committee</td>
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<td></td>
<td>Spring 2018</td>
<td>• Removal of the existing steel plates at the entrance onto the ore dock for repurposing as part of future improvements;</td>
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<td></td>
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<td>• Potential access to the diamonds and the 151 Lookout;</td>
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<td></td>
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<td>• Programming and activation of the 1916 ore dock section to increase community’s use of the dock and familiarity with the overall vision; and</td>
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<td></td>
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<td>• Illustrates a commitment to making the plan a reality versus something that sits on a shelf.</td>
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<tr>
<td>4</td>
<td>Winter 2016</td>
<td>Identify a core leadership group responsible for coordinating efforts and maintaining project momentum.</td>
<td>Interdepartmental City Staff; Mayor; Ore Dock Trust; Ore Dock Ad-Hoc Committee</td>
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<td>• Orchestrating volunteer events and investments to ensure alignment with plan recommendations;</td>
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<td>• Lead advocacy, promotional and private fundraising efforts;</td>
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<td>• Lead early programming and activation of the existing ore dock;</td>
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<td>• Support City’s public engagement, outreach and communication efforts; and</td>
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<td></td>
<td>• Engage state and federal agencies and politicians to bolster support, raise project awareness and identify partnership opportunities that may help advance the project.</td>
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<td>5</td>
<td>Winter 2016/17</td>
<td>Review upland environmental investigation results to determine any required follow-up and remediation requirements.</td>
<td>Interdepartmental City Staff</td>
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<td>• Identifies any potential hurdles that may influence the ability to implement plan recommendations; and</td>
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<td>• Confirms any required follow-up that may be needed and funding sources that may support this work.</td>
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<td>NO.</td>
<td>TIMELINE</td>
<td>ACTION</td>
<td>POTENTIAL LEAD ENTITY(S)</td>
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<tr>
<td>6</td>
<td>Winter 2016/17</td>
<td>Evaluate redevelopment potential for vacant and/or underutilized property within adjacent upland area and finalize strategy for land assembly.</td>
<td>Mayor; Planning Department; City Council</td>
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<tr>
<td></td>
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<td>• Consider suite of potential incentives that may be used to promote the desired reinvestment and attract private partners;</td>
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<td>• Target acquisitions that make redevelopment of oddly configured parcel possible; and</td>
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<td>• Establish appropriate development guidance and regulations to achieve desired outcome.</td>
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<tr>
<td>7</td>
<td>2016-2017</td>
<td>Encourage partnerships and develop a strategy that supports the creation of a research facility in conjunction with Ore Dock improvements.</td>
<td>Mayor and City Council</td>
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<td>• Confirm space and location needs; and</td>
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<td>• Establish common expectations for timeline, development requirements and responsibilities.</td>
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<td>8</td>
<td>2016-2017</td>
<td>Engage in and support ongoing efforts to establish a National Marine Sanctuary for Lake Superior.</td>
<td>Mayor and City Council</td>
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<td>• Determine advocacy approach and communicate benefits of designation to the public.</td>
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<td>9</td>
<td>Spring 2017</td>
<td>Finalize operations &amp; maintenance requirements and establish a funding strategy to maintain high-quality outcomes.</td>
<td>Interdepartmental City Staff; Mayor; Ore Dock Trust</td>
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<td>• Confirm entity responsible for overall operations and maintenance; and</td>
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<td>• Identifying funding source and approach to cover ongoing operations and maintenance costs in conjunction with each phase of development.</td>
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<td>NO.</td>
<td>TIMELINE</td>
<td>ACTION</td>
<td>POTENTIAL LEAD ENTITY(S)</td>
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| 10  | Ongoing  | Develop plan to secure significant private and corporate philanthropic funding.  
• Establish list of potential contacts and advance dialog regarding specific needs and request; and  
• Create an overall fundraising strategy that leverages private donations and volunteer efforts as a match to state and federal grant programs. | Ore Dock Ad-Hoc Committee; Ore Dock Trust; Mayor |
| 11  | Ongoing  | Monitor upcoming grant opportunities and prepare applications to key programs to support ongoing planning and design as well as construction activities.  
• Determine lead for preparing grants and advancing outreach to program administrators;  
• Look for creative grant matching and cross-program matching opportunities to maximize use of resources;  
• Coordinate timing of investments for major projects with grant timelines;  
• Establish priorities among ongoing community projects and create a coordinated grant procurement strategy to avoid conflicting applications; and  
• Evaluate new and lesser known funding sources (Idle Industrial Sites) to determine their potential contribution toward plan implementation. | Interdepartmental City Staff; Ore Dock Ad-Hoc Committee; Mayor; City Council; SmithGroupJJR |

* Note: It is recommended that check-ins/status reports on the implementation of the Next Steps occur quarterly.