

Red Wing 2040's Innovative Idea Series Report

Introduction

The effort to update Red Wing's Community Plan began in early 2017 and is organized around four steps:

Part 1 – Collect Data and Understand Trends

Part 2 – Listen to Residents

Part 3 – Learn from Other Communities – *Red Wing's Innovative Idea Series*

Part 4 – Create the Community Vision and Action Plan

In the fall of 2017 the Innovative Idea Series was initiated to learn best management practices, trends, and initiatives from other communities and places. The main purpose of the series was to stimulate ideas and discussion that could be used in the next step of developing the community vision and plan. Five sessions were presented on sustainability, diversity and neighborhood building; housing and redevelopment; the role of arts and recreation in placemaking; and creative economies. Four of the sessions were based on video presentations of TED style talks and were scheduled twice in the same day at a lunch time and an evening time. The fourth session on Building Smart, was a panel discussion and offered as an evening event.

At each of the events there were opportunities for participants to offer ideas about what they heard from the various presentations that particularly resonated with them or that they thought was an idea that could be implemented in Red Wing. This report is a summary of the five events and records and documents the thoughts, ideas, questions and comments that were

generated by the participants at these events.

Red Wing 2040's
Innovative Ideas Series

What do YOU think will help Red Wing thrive?
Come learn about ideas from around the world, share your thoughts, and help shape Red Wing's future.

**The Future Is Now:
Becoming a Sustainable City in a
Global World**
Wednesday, October 11
Ignite Building (419 Bush Street)
11:45 to 1:15 AND 6:30 to 8:00 p.m.

**Red Wing is All of Us:
Embracing Diversity to Build a
Thriving City**
Wednesday, October 18
Ignite Building (419 Bush Street)
11:45 to 1:15 AND 6:30 to 8:00 p.m.

**Building Smart:
Becoming World-Class at Housing
and Redevelopment**
Thursday, November 2
Public Library Foot Room (lower level)
6:30 to 8:30 p.m.

**Happy, Healthy Cities:
Revitalizing Public Spaces Through
the Arts, Recreation, and Learning**
Wednesday, November 8
Public Library Foot Room (lower level)
11:45 to 1:15 AND 6:30 to 8:00 p.m.

**Creative Economies:
Big Ideas For Small Cities to Succeed**
Thursday, November 16
Public Library Foot Room (lower level)
11:45 to 1:15 AND 6:30 to 8:00 p.m.

Event #1: Wednesday October 11, 2017

The Future is now: Becoming a Sustainable City in a Global World

What we wanted to learn?

A lunchtime and an evening session were conducted with the idea of learning about and discussing what is happening in the world and other communities in the area of sustainability. Approximately 60 people participated in the two sessions. Here are short summaries of the four videos shown:

1) Possible Mind-Blowing Statistics from

2050: https://www.youtube.com/watch?v=vIKVsy6_QCM

This was a brief summary of ten top forecasts for the future to help us start thinking about changes that are occurring that will impact the future.

- 10. The world's population will increase from 7.2 billion to at least 9.6 billion - Credit: <http://linkbun.ch/04aug>
- 9. Minorities will reach 50% of the US population - Credit: <http://linkbun.ch/04auh>
- 8. Sea level will rise by at least 1 foot - Credit: <http://linkbun.ch/04aui>
- 7. Nearly 1 in 5 Americans will be divorced - Credit: <http://linkbun.ch/04auj>
- 6. Demand for food will increase by 70% - Credit: <http://linkbun.ch/04auk>
- 5. 1 in 5 developing countries will face water shortages - Credit: <http://linkbun.ch/04aul>
- 4. At least 50% of Jobs will be replaced by robots - Credit: <http://linkbun.ch/04aum>
- 3. Nearly 70% of the world's population will live in urban areas - Credit: <http://linkbun.ch/04aun>
- 2. Renewable Energy Could Provide 80 Percent of U.S. Electricity by 2050 - Credit: <http://linkbun.ch/04auo>
- 1. Cancer deaths will be effectively ZERO for everyone under 80 - Credit: <http://linkbun.ch/04aup>

2) Today's Top Eco-Friendly Cities: (Part 1): <https://www.youtube.com/watch?v=T5o7RdIP4FY>

(Part 2): <https://www.youtube.com/watch?v=utWnxJZX2FE>

These are two videos that list ten Eco-Friendly cities in the world and describes some of the initiatives that these cities championed.

10. Oslo, Norway

Eco-efficiency is important in this city, and it begins with grass-roots involvement. Oslo

residents are encouraged to clean up, go green, and create a climate that features better air quality, eco-efficiency, biodiversity, and an abundance of clean, natural resources. The streets of Oslo look fantastic, due to local contributions being made to keep the area sustainable and highly-functioning for all of its residents.

9. Stockholm, Sweden

Stockholm is among the cleanest cities in the world. It was the first city to win the European Green Capital Award, and it has a noble long-term plan to be fossil fuel free by 2050. The riverside city is stunning and features lots of natural landscape, such as beautiful trees navigated by cycling paths. Environmental policies are prioritized in Stockholm, and as such, the streets are clean and the urban city has a country-like feel to it, despite having tall buildings and a large number of residences.

8. Columbia, Missouri, United States

investing the time to become an eco-friendly city certainly has its benefits, such as energy reduction which in turn lowers costs and reduces greenhouse gas emissions. In Columbia, Missouri, businesses are incentivized to improve their energy efficiency through a city-wide grant system. Columbia's City Green program determines how much energy a particular business uses, and then offers to pay for half the cost of an energy audit. Once the audit is completed, the city will pay for repairs up to \$12,500. To keep the city looking great, Columbia has a number of green groups, which are coalitions of like-minded people who collaborate to achieve common environmental goals. These groups' clean rivers, restore animal habitats, and promote beautification, restoration, and citywide recycling.

7. Vancouver, Canada

Vancouver's most notable performance is in the area of CO2 emissions. In The Green City Index, Vancouver boasts the lowest greenhouse gas emissions per capita of any city. Additionally, the city's ecological goals include reducing greenhouse gas emissions by 20 percent and planting 150,000 new trees by 2020, making it one of the greenest cities on the map both literally and figuratively speaking.

6. Cape Town, Johannesburg, and Durban, South Africa

these three towns in Africa all share a spot on the greenest cities list. It is very hard to pick just one city since all these three are very strong in different categories. For example, Cape Town and Johannesburg is said to have most green spaces in the whole continent. While Durban managed to take a lead because of its target to become a zero-waste city within 20 years and carbon neutral by 2050.

5. San Francisco, United States

San Francisco used to be a capital city of the Hippy movement, but it would be wrong to say that this is the only reason this city is one of the greenest around the globe and the most ecological in North America. This city was the first in the United States to introduce the colored bins recycling system to homes and workplaces, making recycling easy and accessible, and more importantly — legally obligatory. The fantastic public transport system and government's encouragement for people to use more electric cars also helped San Francisco to be one of the eco-friendliest cities in the world.

4. Singapore

The greenest city in Asia also sets a good example when it comes to dealing with environmental issues. Singapore's huge, revolutionary public transport system is what gave the city the green

title. Moreover, the number of water wastage in Singapore is remarkably smaller when comparing it to Asia's average number. If the average Asian index of water waste is 380kg per person, then Singapore's is approximately 300kg. In addition to that, every household in this city can easily recycle due to the widely distributed recycling containers.

3. Curitiba, Brazil

Believe it or not, the Brazilian city of Curitiba is one of the eco-friendliest in the world, and surely the most ecological place in Latin America. The residents of Curitiba boast an amazing 70% recycling rate of the city's waste. Also, Curitiba achieved the greenest city award by developing one of the biggest bus and public transport systems in the region. Moreover, the city's government works hard to make the world a greener place by planting more than 1 million trees around the streets and highways.

2. Helsinki, Finland

Helsinki is another city that's leading the world in beautiful design and eco-friendliness. In 2012, the city was named the World Design Capital due to its sustainable developments, complex and green energy systems, and its efficient public transportation systems. In terms of citywide landscaping, the way the people of Helsinki have maintained their gorgeous city is a testament to their taste and eco-initiative.

1. Copenhagen, Denmark

Due to its eco-innovation and sustainable employment initiatives, Copenhagen is consistently ranked as the number one ecologically advanced city in the world. Considering the city intends to be carbon-neutral by 2025, it's likely that the city will retain their spot at the top for many years. With its many bike paths and clean, cobbled streets, Copenhagen isn't just green, it's also beautifully landscaped too.

3) Climate Change and the Future of

Cities: https://www.ted.com/talks/alex_steffen_sees_a_sustainable_future

Worldchanging.com founder, Alex Steffen argues that reducing humanity's ecological footprint is incredibly vital now, as the western consumer lifestyle spreads to developing countries.

4) How Rural Communities can thrive in the

Future: https://www.ted.com/talks/julio_gil_future_tech_will_give_you_the_benefits_of_city_life_anywhere

Don't believe predictions that say that the future is trending towards city living. Urbanization is actually reaching the end of its cycle, says logistics expert Julio Gil, and soon more people will be choosing to live (and work) in the countryside, thanks to rapid advances in augmented reality, autonomous deliver, off-the-grid energy and other technologies. Think outside city walls and consider the advantages of country living with this forward-thinking talk.

Comments and Ideas Expressed after Viewing the Video Presentation

Sustainability – What Should Be Considered in Planning

2 lane – 4 lane controversy
Small and affordable rentals near downtown
High speed transport to Twin Cities and Rochester
More eco-friendly mass transit
Columbia, Missouri example (from Friendly Cities video) – WOW!
Study Scandinavian philosophy for the direction of response
Do not overemphasize technology. Great places to live are aided by technology but are made best by being livable – safe, beautiful, compact, affordable, open-minded, tolerant, etc.
If 70% of the population lives in urban areas, using locally sourced food becomes more difficult
We need to educate people that electric cars save significant money compared to gasoline cars, and this savings can help with food and shelter
When countries become more affluent, birth rates fall
Cancer – where's the focus on prevention?
Pollution also can cause cancer
Nuclear and coal are cheaper
Population – provide women education and free, effective contraception to lower family size and infant mortality
Family values need to be supported.
Quality education. We need to be good financial stewards of our money.

Walkability city. Car share. Small-unit sustainability

If businesses and other organizations will work more virtually, RW should do more to create a livable city to attract more people to live here – like the woman today who moved here 3 weeks ago.

What Stood Out To You in These Videos?

The medical achievements
The amazing speed of change
Marriage (?)
Robots – How are we preparing our kids and businesses?
The pull of urban and rural advantages in small communities

What Trends Stood Out Most?

80% renewable energy – can we get to that?
Concerns about water
Food security – which leads to lots of different issues
Number of jobs that one person has had by age 38 (or will have in the future)
Population growth of the world

What Could Work for Red Wing?

Making an EASY recycling policy
Figuring out what population size is viable for RW in the future to have success
Carbon-neutrality
Zero waste policies
Financial incentives at the local government level
Sustainable employment
Making changes at the policy level

Alternative forms of alternative transit
Drones – to help with lots of things like construction, crime, etc.
Density issues (for instance the Ford Plant area in St. Paul)
Protecting the river and our other water sources
Transportation issues – The Ride – how to get more people to ride it, cleaner emissions, etc.
Can we become a dream city?
How can we make water changes?
System changes
Behavior changes – how do we make it easier for people to?
Transportation – public transit difficult now
Instead of thinking about dream homes, can we think about dream neighborhoods or a dream city?
Resource allocation and acquisition
Pull non-profits into the discussion
Balance between opportunities and the small-town feel
Hologram experience seemed artificial
Virtual meeting appeals to young families and offers more opportunity for growth
I worry about government non-responsiveness
Could we recycle our Red Wing hanging baskets?
Please remember to bring in non-profits into this discussion

Water – we could look to River Falls for examples of using rain water
Carbon emissions – where is Red Wing now?
Teach climate change in our schools
Drone technology cool – can we afford it?
Does higher density = poverty??
Virtual communication and virtual commuting makes Red Wing more attractive.
We need a balance of things.

Responses to Climate Change

We need technical solutions
Composting
Zero waste
Education is a cornerstone
Need more flexible forms of transportation
Need access to the internet
Family structure is important
Where does crime fit in all this?
Energy efficiency. Electric transit. Reduce discharge of pollutants. Water and air quality.

The Process:

Are we getting the younger generation involved in the ideas?
Are the ideas in the plan proven and evidence-based?

Event #2: Wednesday October 18, 2017

Red Wing is All of Us: Embracing Diversity to Build a Thriving City

What we wanted to learn?

A lunchtime and an evening session were conducted with the idea of learning about and discussing how we could embrace diversity and build a thriving city. Much of the emphasis of these sessions was placed on how to engage citizens in their neighborhoods with the idea that this could lead to a more engaged citizenry. Approximately 60 people participated in the two sessions. Here are short summaries of the three videos shown:

1) Neighbors Helping Neighbors: <https://www.youtube.com/watch?v=Je9VxqyhkQs>

Since 1989, Rebuilding Together Baltimore has been a staple in the community, serving 35 Baltimore neighborhoods and repairing over 1,400 homes. Located in northeast Baltimore, the Govans/York Road Corridor area contains numerous historic neighborhoods. York Road is widely seen as a historic dividing line of race and class. The Wilson Park/Northern neighborhood in Govans was the focus for the project this year. The Wilson Park/Northern Association was formed in 1982 as a result of the merger between the Wilson Park and Northern neighborhoods.

Wilson Park is named for Harry Wilson, who began developing the community by building houses in 1917 and was one of the city's first black bankers offering mortgages to Wilson Park homebuyers. Many of the homes still feature the original wood frame houses designed by Mr. Wilson. The Northern neighborhood was home to working and middle class second generation Americans and as the times evolved, African Americans. Hailing from the neighborhood are such notable residents as civil rights lawyer Charles Ewbank, Tucker Dearing and Lloyd Bowers, a former Baltimore City School Board Commissioner. At its height, Govans was a shopping hub that attracted thousands of customers throughout Baltimore and the surrounding metropolitan area.

2) City Small Grant Program: <https://www.youtube.com/watch?v=MB2VVVHDnGY>

This is a neighborhood partnering program video published in 2016, showing activities completed on a neighborhood basis in the city of Austin Texas.

3) Neighbor Up Program: <https://www.youtube.com/watch?v=kndA9JOBliE>

Check out what's happening in Cleveland. We're proud to announce \$3.1 million in funding from the Cleveland Foundation. The continued funding supports our community building work.

Video NOT shown but of interest: Northside Achievement Zone in Northeast Mpls: <https://www.youtube.com/watch?v=hj55JoY7AHk>

Comments Made in Group Discussions Regarding Various Ideas to Strengthen Neighbor and Neighborhood Connections (Similar ideas listed by more than one individual are shown with a number 2, after the comment, indicating how many people made that comment)

Neighborhood Grants Project

We would do this and have leaders structure
On-line hot line (burglaries, lost dog, special assistance)
Neighborhood Resolution (mediation), barking dogs, weeds, land use issues, noise, etc.
Would encourage people to get involved – seeing people succeed would spur new ideas
Having a single contact within city structure would make projects easier, city more approachable
Could unite, rentals, owners, businesses
Easy right now to become isolated
Eliminates barriers
Tax payer money used
City allocate 5% of budget for projects
Mural east side buildings taken down for bridge, worked well and was well attended.
Hold ribbon cutting and music

Neighborhood Representative Coalition

Start with this, it leads to academy, which leads to grants project2
We like this because of the structure and the relationships it builds
Our Neighbors in Rochester reports to city staff who support; includes social events like picnics

Kids create contact and bring neighbors together
Create Community transportation
Without kids it is hard to get to know neighbors and build community
Small neighborhoods may be easier to connect, yet in an apartment complex, need one person “leader”
Neighborhood Park helps
Information communicated
Process of doing things together
Face to face communication
Gets people outside of neighborhood
Creates a voice for people
Reverse of City Council going out to talk to people might be difficult to get people to commit

Neighborhood Academy

Second on our list, first do representation coalition
Due to time constraints, it is hard to schedule classes
Neighbor email to connect made accessible for all to look at and read at their leisure
How to engage neighbors, get feedback about needs?
Identify Leaders
Train to engage, solicit ideas, present ideas, and manage conflict
City Government for Dummy’s
Empower neighborhoods with knowledge
Actively seek out under-represented neighborhoods

Information on community events

Meals with Community Leaders

This is like National Night Out²
Food is magic; Meals are always inviting²
Huge, there is a disconnect in our community; get to know who is the contact for what issues
Better attendance is neighbors organize and ask for it; rather than being told to be somewhere
Summer meals – have leaders join locations
Do this in schools, as well as at birthday parties
Make leaders more approachable
Does just meeting with people really build relationships? Are people honest and authentic or politically polite?
Ice cream socials; root beer floats;
Nametag Night – everyone wear a nametag and bring a snack

More Culturally Inclusive Events

Find ways to get minority communities to participate in events like this
Multiply your picnics
Honor different cultures and holidays
Street events – Sheldon theatre actors; high school theater students, engaging kids in stories, plays, get families outside
Food Trucks/Ice Cream Trucks
A natural outcome of neighborhood plans
Can streets be closed off for an event?
Promote more Night to Unite events

Using City/School/Church

Buildings in new ways

Turn them into affordable housing/apartments; Jefferson School housing²
Community Center for old schools?
Jefferson School Nonprofit Center²
Lending library for tools (lawn and home maintenance
Woodworking space open to the community
Crafting and Service Space for education and sharing
Fix things place (cars, clothes for reuse, handyman services
Pick up for electronic recycling
Shared Truck for neighbors helping neighbors
Transitional Housing with programming to lift up the lower income people to working middle income
Condos, cooperative housing
Use building for flea market, garage sales, exchange clothing
Community School like Colvill Family Center – partner with community education
Feeding people at regular times, potluck
A natural outcome of neighborhood plans
City Hospital should be revamped for something
Colvill School can be used in the evening
Costs are high, get corporate sponsors for neighborhood projects
Does liability insurance get in the way?

Stronger Programs with Police

Yes involved in all these community activities

Hispanic Outreach – developing relationships

Small positive interactions with police

Police Chief Meetings with community

Police and Sherriff Citizen Academy classes

Police Chief Presence as a speaker

Stronger Neighborhood Collaborations with Local Organizations

So many collaborations, how do you know about opportunities?

Need to build community voice as well as organization

Promote opportunities

Inherently asking how well city leadership reaches out to the people rather than being more an internal club

Often city leaders do what they want without input from others

Thank you for these meetings

Once we discuss – will the city listen?

This applies to education, effective linkages among service providers with health and human services; mental health, physical, drug, etc. Turn silos into drums; staff turnover causes disconnect with community Food Shelf representative; Habitat for Humanity; Care Clinic; Senior Center; Faith in Action; Meals on Wheels

Plans for Neighborhoods

A natural progression from Neighborhood Academy and Neighborhood

Representatives

Neighborhood assessment

Involve youth

Some neighbors do not feel that city leaders really listen to them

Sidewalks that are walkable, not these skinny ones

Neighborhood Meetings with City leaders

Would like to have this as part of the Council and Staff planning

Quarterly meetings with various neighborhoods, city council representatives, public works staff, planning staff, water information, etc.

Purpose: how does the city and city services run and work

Neighbors Helping Neighbors

Cooking together, work with Farmer's Market, could include ethnic specialties along with how to use unusual produce Intergenerational activities

Have system for contacting neighbors in case of an emergency

Engage recently retired 60-75 year olds to use their skills to help others, helps seniors stay vitally involved and help others in need

Engage all interested others – High Schoolers, scouts, unemployed waiting to gain experience, church groups, and restitution opportunities

Structure needs, corporate sponsors, grants, assign days, tasks

Sharing of tools, this is what people need in the community

Voicing of Needs – Women's Cents Red Wing gives (community wish list)

Start with yourself

MS grad and HS grad requirement

Mindset of volunteering in Red Wing, students
 A natural outcome of neighborhood plans
 What defines neighborhoods in Red Wing?
 Know who needs help, physical, financial, services like dog walking, shoveling
 Who is available and able to help; it is as good for the volunteer as it is for the recipient

Check neighbors daily
 Revamp old houses in Red Wing, maybe in the East End
 Demonstrate that people in the neighborhood care about and get to know their neighbors; everyone needs to put forth effort to meet their neighbors

Ranking of Ideas

Participants were asked to rank eleven innovative ideas related to building stronger connections between neighbors and with neighborhoods in terms of the cost to implement; the amount of volunteer time needed to implement; the potential effectiveness of the idea or program; and the amount of interest that the respondent had with this idea or program being done. Here is how the eleven ideas ranked for each of these variables, with 1 being the highest ranking in that category and 11 being the lowest ranking.

Idea	Cost	Volunteer Time	Effectiveness	Interest in Doing
Neighborhood Grants and Projects	10	10	3	2
Neighborhood Rep. Coalition	1	8	11	10
Neighborhood Academy	3	6	9	7
Meals with Community Leaders	7	3	7	9
More Culturally Inclusive Events	8	9	2	5
Using City/School/Church Buildings in New Ways	11	4	4	3
Stronger Programs with Police	5	2	10	11
Stronger Neigh. Collaborations with Local Organizations	4	7	5	6
Plans for Individual Neighborhoods	9	5	6	4
Neighborhood Meetings with City Leaders	2	1	8	8
Neighbors Helping Neighbors	6	11	1	1

Group Session Comments

Key Takeaways (in no particular order)

- Utilize buildings that need repurposing – could do things like a tool library for neighborhoods (for lawn and home maintenance, etc.) Could be a “fix-it” place. Build an intergenerational model.
- Identify and train leaders in neighborhoods and institute some kind of neighborhood grant program
 - Like a Neighborhood Academy with city reps – educational and progressive
- Neighbors helping neighbors program – would like to engage youth
- Some liked the idea of doing things in this order:
 - a) Create a representative coalition from members of each neighborhood
 - b) Conduct a neighborhood academy
 - c) Create a neighbors helping neighbors program – neighborhood leaders leading
- Name neighborhoods to promote neighborhood unity and promote a project in each one to get people working together
- Rejuvenate Night to Unite – possibly rename or reframe/ engage performers
- Find new ways for neighbors to get out and know each other
 - Face-to-face connections and projects that allow for real interactions
- Specific grants around creative spaces and being active
- Cops and coffee – time with police officers to talk in a casual atmosphere
- Have neighborhood system in place for emergencies. Use code words. Safety watch, phones, email, alerts, etc.
- Find ways to include more people, especially minorities, who don’t normally come to meetings (like this one)
- Collaborations – get representatives from non-profits to go into neighborhoods – but want to keep volunteer hours low
- Start with youth – others will get involved

Event #3: Thursday November 2, 2017

Building Smart: Becoming World-Class at

Housing and Redevelopment

What we wanted to learn?

The November 2nd event was live panel of experts on housing and redevelopment. This was a single, evening event and approximately 55 people participated in the session. The intent of this session was to learn from others to understand how communities like Red Wing are viewed by developers and investors and to get a handle on how to break through barriers to housing and redevelopment. Redevelopment is particularly important to Red Wing because of the relatively limited “green acre” sites available for commercial and housing development.

Here is a summary of the panelist involved in the session and key points that they made during their presentations:

Moderator:

Bruce Chamberlain—Founding Principal, Loam

Bruce@Loam-Inc.com 612.743.6424

Bruce Chamberlain is a nationally recognized urban designer with nearly 30 years of private, public and non-profit experience. He is the founding principal of LOAM, an urban strategies practice with a mission to implement complex city-building initiatives. In January 2015, he was named the inaugural Minneapolis Parks Fellow to offer a leading visionary and influential voice at the intersection of city-building and the next generation of parks. Bruce is a Fellow in the American Society of Landscape Architects and past president of the Minnesota Chapter. He is a 2010 HWS Cleveland Visiting Scholar and an adjunct professor in urban design at the University of Minnesota.

Bruce led off the session with background information about Red Wing’s efforts to revitalize its downtown and set the stage acknowledging that most of the City’s housing and development that had occurred in the past ten fifteen years has been at the edge of the community and not in the core of the City.

Panelists:

Rusty Fifield—Managing Director & Municipal Strategist, Northland Public Finance

rfifield@northlandsecurities.com 612.851.4992

Topic: Redevelopment is Complicated

Rusty Fifield has helped public and private clients solve critical financial and community development issues since 1979. His unique background includes professional experience as an independent

financial advisor, a planning consultant, and a city manager. This breadth of experience provides Northland's clients with guidance on planning for and implementing development and capital improvement projects, while working through complex issues and reaching agreement to take action.

Presentation:

- As an outsider, Red Wing has a number of assets including charm, its genuine, the community pride is obvious, and its public spaces are tremendous
- A great setting helps Red Wing, but it takes more than that to initiate redevelopment, because redevelopment is complicated
- There has to be a balance for developers and investors between the benefits (project revenue, return on investment, time, and risk) vs the costs (site assembly, potentially high land costs, building demolition, environmental remediation, and structured parking)
- Key lessons include:
- Patience is a virtue – redevelopment takes time, don't lose patience, a quick fix will become tomorrow's redevelopment project
- Have a Plan – this is means to span changes in council and staff over time; a tool to communicate with developers; helps to know the essential qualities you seek from redevelopment; helps to establish priority actions
- Reduce Uncertainty – uncertainty is equal to risk is equal to expense; don't let the process drag on; need to have the staff and council on the same page; site control and assembly is a significant asset
- Redevelopment is unlikely without public financial assistance – is needed to offset additional costs; make private investment financially feasible; think of it as an investment to gain more public goods from the project like public space, affordable housing, better design, etc.
- Redevelopment must be public/private partnership – each side needs the other; profit is not bad; city plays an important role

Tom Osdoba—Founder, Tao Strategies

tomosdoba@me.com 541.912.7283

Topic: What Contributes to World Class?

Tom Osdoba's history spans public, private, nonprofit, and academic sectors. He has served as a policy expert; leading practitioner of sustainable development projects and programs; thought leader and innovator in urban sustainability and economic development; and creative entrepreneur and innovator at the leading edge of social enterprise and sustainable finance.

Presentation:

- World-Class redevelopment means taking advantage of the rich array of older, small buildings – those buildings deliver character, attract people, enhance walkability, add value
- Design matters – materials, bring light into interiors, maximize outdoor spaces
- Work with small spaces - small retail spaces, curate mix of tenants, help them succeed – analysis shows that areas with a mix of older, smaller buildings perform better than districts with larger, newer structures
- Program events and activities bring people together, often and early
- Assess current developers and investors and ask residents what they want
- Small, tiny successes can replicate and inspire others
- Unwanted ugly ducklings could be some of your best catalysts for placemaking
- Have to tackle parking, consider shared parking and off-site parking; develop parking maximums and eliminate minimums; provide exceptions for older buildings; look at parking districts and other forms of parking management
- Shared spaces can lower the costs to businesses and foster interaction, formal and informal
- Assume that you will need to create a capital platform tailored to Red Wing – modest amounts of public and philanthropic capital can help large amounts of private capital work

Sean Walther—Planning and Zoning Supervisor, AICP, City of St. Louis Park

swalther@stlouispark.org / 952.924.2574

Topic: St. Louis Park and Anoka Case studies

Sean Walther has 20 years of experience in re/development and plan implementation—the place where a community’s goals and policies intersect with neighborhood sites and market conditions. He has enjoyed serving the City of St. Louis Park for the past 12 years. Sean also worked for the cities of Anoka and Ramsey, and interned with the Minnesota Office of Environmental Assistance and the Initiative Foundation in Little Falls. Sean has a bachelor’s degree in Local and Urban Affairs from St. Cloud State University, and he studied Urban and Regional Planning at the University of Minnesota Humphrey Institute.

Presentation:

- *Sean began by providing some background about St. Louis Park, a suburb of the twin cities*
- *The community’s work on redevelopment and housing development began with a visioning effort: Vision St. Louis Park*
- *Recommendation was to create a community focal point or town center*
- *The Excelsior on Grant project began with a major master planning effort and then priority areas were identified*
- *The community has viewed the work as a long range effort involving execution of the plan in a number of phases*

- *Lessons learned: have a common vision; public/private partnership is essential; have a quality and experienced team; have a long term focus and financial commitment; assemble the site; don't expect design process to be smooth or linear; be flexible in solving problems; solid relationships are the key; make sure that you celebrate successes*

Question and Answer Discussion

There was about 40 minutes of audience questions and responses. Here is a brief summary:

1. Red Wing has developed plans for housing and redevelopment in the core of the city; what are some of the first steps that should be considered to move from plan to implementation?

Tom: Housing in the downtown and core of the city is doable, but it is tricky so it is going to take some time. It is important to get granular on what you are looking for. Is it housing for elderly, affordable housing, housing for the young and adventuresome? What is it that the community really wants? He suggests that the City try to find an initial project to activate the space, look for that first ugly duckling that can change the whole area. He also said that finding the right developer is really important. If the developer is not willing to sit down and talk about what the community wants, they are not the right developer. If the developer won't show you their financials, there are not the right developer. You need a developer that really wants to sit down with the community and work together for the right project. If they are a pro-forma developer with cookie cutter developer, they are not the right developer.

Sean: He listed three steps. First, break it up into smaller pieces that can be done in 1, or 3, or 5 years. Secondly, work to reduce barriers to redevelopment, like zoning barriers. Third, do your best to reduce risk by identifying it and addressing it.

Rusty: Built on the responses of Tom and Sean by saying that it is important to find that first domino. Look for a first catalyst project that can get the momentum going in the right direction. That catalyst project will be a good investment because it helps lead to further investment.

2. How can we address the affordable housing crisis in Red Wing?

Rusty: He began by stating that affordable housing is an issue all around the state and there needs to be some major policy changes at that level. There is an essential fact that housing cost just as much to build in Red Wing as the twin cities but twin cities rents can't be charge here. Also, it is not just a problem of needing housing for low income residents but there is a need to provide housing that is affordable to a whole range of families and income levels.

Tom: Here are a few things that the City could do. First, the city could create a district that provides some benefits for financing. Secondly, we need to work with architects and builders to build a product that is needed today, smaller homes. Thirdly, he mentioned an example in Portland where the developer used a crowd funding equity model to raise capital for a housing project. Instead of an 8% return, he raised funds with a 5% return. This is a model that a

community could try to harness. Finally, he mentioned that there is a growing connection between housing and community health that that this connection may be something to work on in order to obtain additional investment in affordable housing.

Sean: Suggested that the city could require that with all housing projects a certain percentage of the units be affordable. He also suggested that it is equally important to maintain the existing housing stock in order to provide affordable housing in good condition.

3. This is a question for Tom; you showed an example of a taking a ugly duckling building and turning it into a group of small restaurants and shops; I noticed that the building was open to the elements; where was that and can something like that really be done here in Red Wing in the cold climate? And, wouldn't our costs be much higher here?

Tom: Those examples were from Portland and Seattle and so it is a different climate there; but there are a lot of ways the same idea could work here with heated and cooled space by cutting down on cost. This is done by sharing space so that the rented space is small but the restaurants and/or shops are sharing other space together so the overall square footage is reduced. In regard to the cost, land costs are much lower here in Minnesota that they are in Portland or Seattle, I think it would be much easier to do this sort of thing in Red Wing. In addition, when you have five or six small cafes and one goes out of business, it's not such a big deal as when you have one large tenant go out of business; risk is lower.

Bruce: From my experience with the Minneapolis Parks Commission, we have tried several seasonal restaurants in the parks. It's a great way to try something out and there is something that really works about a business that opens in the spring and closes in the winter; an anticipation that can really work.

Rusty: When I was listening to Tom's example of using a derelict building and putting several small cafes or shops in it to activate it I thought it was a great example of an innovate idea. Don't dwell on the fact that it was done in Portland and they don't need heating and cooling; what is important is to start thinking "out of the box". Try some things, test the market, and activate some spaces that need something to happen.

4. When I was in St. Louis Park I think I saw that they were operating a food shelf out of the public works building, is that right?

Sean: Not out of the public works building but in the building next door. We do have a Food Shelf that is innovative because it not only offers food to families but also provides counseling to help families deal with various issues.

5. What is HUD's role in solving housing problems?

Rusty: It is hard to know what the federal government's role is going to be in the future. I always tell people to look at your local resources first rather than wait for the State or Federal level. Except to go to the State for a specific action you are going to have better success focusing on local resources.

Tom: The fact is that HUD and other federal housing programs are 40 and 50 years old and are declining and not working real well. The example I gave you earlier about crowd sourcing at a lower interest rate to obtain capital investment in housing could also work in another way if a community has an interested philanthropic partner. A \$10 million project could be funded with \$7 million of private financing at 8% and \$3 million in PRI (Philanthropic Investment) at 2% to bring down the overall financing costs to 6% and with governmental participation you could make a project feasible to do. The key is to do one project as an experiment.

Randal Hemmerlin: The HRA Director mentioned that the 2014 Housing Study called for the construction of 1100 housing units and he does not see the State or Federal governments coming forward at that level. We must particularly have the private market place carry to majority of the weight. However, local communities can find local resources to leverage private funding. As an example, if we can raise \$1 to leverage \$10 we can make our local resources have a much larger impact.

6. This is a question for Sean, when you did the Excelsior on Grand project, how did you achieve the housing mix and diversity that you mentioned?

Sean: With that project we did use Section 8 rental assistance and that attracted a wide variety of households, from empty nesters to millennials, singles to families because of the mix of 1, 2, and 3 bedroom units. It seems that all family types are attracted to a high quality development.

7. Tom, could you go into a little more detail about how crowd funding for housing happens?

Tom: Crowd funding began as a way of funding a project so that small investors could take part. The best example that I know of is that there were some guys in South Minneapolis who made beer in their garage and decided they want to expand with a brew pub so for \$1,000 they offered free beer for the rest of your life and raised \$250,000 in 30 days. Essentially they sold 250 shares, raised \$250,000 with a \$1 million overall project. It has been very successful because those 250 folks don't go alone but bring friends and family so they are always busy. You can take the same model to raise equity for a housing project by selling shares with a dividend or with a certain percent interest and appeal to small investors. The example in Portland was structured around crowdfunding to raise \$1.5 million of a \$25 million project. Investors were offered to purchase shares with a minimum of \$3,000 and a maximum of \$25,000 because they want to have a lot of community investors participate. Their investments had a minimum term of 5 years. I recommend that you try to do many projects and do them over and over rather than try to do one big project.

Rusty: I have often thought that you could take crowd funding into a municipal bond issue. Take a new idea and think broadly about how it could be used.

Other Comments

Participants were provided an opportunity to express ideas, questions and comments on comment cards before they left the event. Below is a listing of those comments.

Housing Comments

Multi use buildings allow for rentals/ownership opportunities
Why aren't corporations in Red Wing required to provide housing assistance for their workers?
How does Red Wing vigorously explore housing options different than the predominant model of large lot, large homes. How far can we get with small lots, small houses, tiny houses, and apartment above the garage, etc.?
We can explain Habitat for Humanity opportunities
Mixed housing brings generations together, families, empty nesters, millennials, etc. win-win
Remember homelessness and needy
Discuss more housing options, co-housing
Many would contribute to low income housing if a proper entity asked
Homelessness and how to address this population
Maintaining existing housing stock. What are ALL the factors that contribute to housing not being affordable?

Economic Equity Comments

How can we include low income?
How can we bridge low income and big earners?

Other Ideas

How can we continue to engage various viewpoints and hear housing needs in our community as we plan and begin?
Make the Shoe office buildings downtown for small retailers, dining, etc.
Make downtown shoe offices change their windows periodically
Crowd Funding at local level
How can we redirect part of our IRA's to something real?
How to identify and facilitate improvements that are cost effective
Stop taxing this community, these low income young families can't afford more taxes
Micro businesses allows for more affordable buy in for tenants

Where are all the people going to come from – both workers and customers?
We need to address affordable living and living-wage jobs
St. Louis Park has an existing co-housing community
City could do a credit toward first-time down payments
What are individual business owners on Old West Main Street feel is working?

Event #4: Wednesday November 8, 2017

Happy, Healthy Cities: Revitalizing Public Spaces through the Arts, Recreation, and Learning

What we wanted to learn?

A lunchtime and an evening session were conducted with the idea of learning about how other communities are using the arts, recreation, and learning to revitalize public spaces in their neighborhoods and communities. Approximately 60 people participated in the two sessions. Here are short summaries of the five videos shown:

1. Theaster Gates, a potter by training and social activist by calling, wanted to do something about the sorry state of his neighborhood in the south side of Chicago. So he did, transforming abandoned buildings to create community hubs that connect and inspire those who still live there (and draw in those who don't). In this passionate talk, Gates describes his efforts to build a "miniature Versailles" in Chicago, and he shares his fervent belief that culture can be a catalyst for social transformation in any city, anywhere.
2. David Engwicht is a place maker and founder of Creative Communities International, a social innovation incubator. The son of an itinerant gospel preacher, David grew up on the fringes with no sense of place. He shares his secrets for helping ordinary citizens add magic and soul to the public spaces in their neighborhood or town center.

David has over 25 years of experience in place making. Best known as the creator of the Walking School Bus and the 7 Day Makeover, he is a passionate designer, artist, author, communicator, and social inventor. David is also a founder and director of Creative Communities International, an organization dedicated to creating great public spaces. Nothing gives David greater joy than working with communities to breathe new life into dead public spaces and dead shopping streets. According to PPS in New York, David is "one of the world's most inventive thinkers on creating vibrant public spaces."

3. Duluth, Minnesota is home to a vastly growing number of mountain bike trails. To many, these trails are so much more than paths through the woods. Trail City shows the transformation that has brought mountain biking to the area and the people who ride the trails. Told through five different perspectives, this documentary aims to highlight recent trail building in Duluth. But it is much more than that, Duluth has been going through a period of growth over the last few decades. Accelerated by passionate people, these are the builders, bikers, and believers of the growing biking and outdoor recreation scene in Duluth, MN.
4. Jamie Bennett is Executive Director of ArtPlace America, the first major public-private partnership to position art and culture as the core components of community planning and development, a practice called "creative place making." ArtPlace cultivates

programs that engage the arts in an effort to shape the social, physical, and economic future of given communities. To date, they have invested \$56.8 million through 189 grants in communities of all sizes across the United States. Prior to ArtPlace, Jamie was Chief of Staff and Director of Public Affairs at the National Endowment for the Arts, Chief of Staff at the NYC Department of Cultural Affairs during Mayor Bloomberg's administration, and has held leadership positions at the Agnes Gund Foundation, the Museum of Modern Art, Art21, HERE Arts Center, Merce Cunningham Dance Foundation, and Studio in a School.

5. Charles Montgomery explores what happens when you take an abandon city space in NYC and populate it with urban social experiments. The outcomes are unexpected as city dwellers explore this public space, interact with each other, and change their attitudes towards social connections, values, and each other.

Charles Montgomery explores what happens when you take an abandoned NYC space and infuse it with social experiments. The results are surprising and inspiring.

An award-winning author and urban experimentalist, Charles Montgomery is the author of *Happy City* which the *New York Times* recommended as essential reading for their city's new mayor. Working with the BMW Guggenheim Lab, the Museum of Vancouver and other institutions, he creates experiments that challenge us to see our cities—and ourselves—in entirely new ways.

Large Group Discussion

Prior to breaking into small group discussion after the last video was shown, participants were asked about some of the immediate takeaways. Below is a sampling of comments that participants made during large group discussions.

- Love the one-day, low-cost makeover – get people involved – has a clear beginning and end
 - Start with a manageable project and grow from there
- Do a pop-up at school to get at youth – what would kids want of different backgrounds, different interests. Ask what kind of community do you want?
- Belonging is a feeling – not a membership – need to create a sense of belonging
- Wake up old/unused buildings or spaces without much money – get people in the doors first for an event and let people see the possibilities
- Green spaces – transforming areas (like parking spots) into places that grow food
- It all comes from people, from within community – not from government
- More murals and sculptures around town
- Pop-up public performances
- Spaces for art in unexpected spots
- Lending library for art stuff – costumes, etc.
- Sharing “gear” for events (signage, heaters, etc.)

- Busts/sculptures about local history (hold up local heroes in different facets of history)
- Extended hours for downtown businesses
- Specials for Sheldon dinners or dessert – keep places open longer during these events
- “Ralley in the alley” – keep the back side of businesses open and people gather – food, music, etc.
- Shared space with micro-stores – in the Maltery Building or somewhere like that
- Big party in the new parking lot at 4th and West Ave.
- Sunflowers in the medians
- Have a dance hall – use the space of a current building for dances sometimes
- People able to freely play music in downtown areas
- Geocaching
- Cross-fit style options in park(s)
- Pop-up lectures
- Include writing in the spaces – poetry, essays, journaling
- Active art – parks where kids can play on nature (i.e. branches rather than playground equipment)
- Need a spark-plug leader to make these things happen
- Government needs to allow these things to happen – step back and allow people to do them
- Use Old West Main Street for a mix of housing options
- Institute policy where a percent of each new project must go toward artistic consideration of that project
- Would like a community art center and youth center
- A shuttle from the high school to downtown
- Need other kinds of transportation other than cars
- A children’s interactive museum
- An indoor place or park where children and parents can play and be active in the wintertime
- Connection places, especially for 13 to 21 year olds and for 21 to 30 year olds
- Model after Pine Valley success

What needs to happen for Red Wing to become a top recreation hub?

- Need a staffed Welcome Center – easy access, even on weekends
huge gap in services on the weekends
- Market ourselves!
- Embrace RW as a destination for rock climbers
- Make more friendly to paddlers and campers – create a friendly boat launch
- Draw in or create a high-profile race or event – need places for people to stay while they’re here
- Emphasize unused natural space like the Cannon River – for hiking, paddling, etc.
Could make the West Side family friendly with easy and strenuous options

- Create an ice-climbing park like Winona – collaborate and learn from them
Watch the Frozen River Film Festival!
- Create videos that create excitement – like the Moxie roller skating team (youth!)
- We need shops to buy our local products! Like Riedell ice skates and roller skates
- We need places to get our gear cared for AND to rent gear
- Government – please pay attention to what the community wants
- One central place to find all activities – online
- Family-friendly bike rentals, restaurants, accommodations
- What is our STORY? Then we need to tell it
- Need campgrounds
- Let people know quickly and easily what we have and how to get to places
- Hiking weekend event – highly promote
Organized group hikes
- Multi-use trails with parking spaces
- Pride – help people see natural spaces interpreted (see Bonnie Schock about this)
- Hastings to Red Wing trail
- Lake City to Red Wing trail
- Tent camping at the end of Levee Park?
- Promote snowshoe trails more
- Lake Billsby to Wabash River for small craft – would need a shuttle system
- Children’s activities like skating rinks
- Bring back Shiver River Days
- Sing on welcome listening station
- Promote Channel 6 – RW channel
Could some videos be put up at the Depot, the library, and other places?

Small Group Discussion and Individual Comments and Ideas

(Similar ideas listed by more than one individual are shown with a number **2**, after the comment, indicating how many people made that comment)

After all of the videos were shown, participants were asked to work in small groups to brainstorm ideas that they might have on how local public spaces, parks, streets, buildings, neighborhood spots, etc. might be revitalized using the arts, recreation, or learning. The brainstormed specific ideas, sites or areas, group and organizations in Red Wing that might be interested in participating, and event ideas. The ideas that were generated are listed on the next pages.

Ideas I have to revitalize local public spaces using the arts, recreation, or learning opportunities:

Arts Ideas

Mural on Buildings³

Create a Theme – Hockey

Murals

Community Center for the Arts² – art center, gallery, museum, studios, ArtReach Snake Alley²

Sidewalk Poetry²

Art Walk along the River

Art Trail in an open space

Artist Alley

Artist Gathering

Mural Econo Foods/Like

Malmquist (i.e. paint the old Row Houses on the back of Econo Foods facing Randy's or Grain Bins Behind

Caribou)

Street Art

Community Art Project

Downtown arts core

Outside Sculptures in

Downtown for Sale (like

Mankato)

(Sculptures, sidewalk design)

Sculpture Garden/Multi Use

Chalk Art Contest with Art

Festival

Percent for the arts with

public projects

Statutes of notable citizens

placed downtown

Student Art in Studebaker

Parking

Group Arts together in

downtown

Art in active living

Art and Facts

Infuse all public projects with a resident artist on the team

to infuse art into the space

Evening Art Walks

Recreation Ideas

Cross Country Ski & Snow

Shoe Trails³

Splash Pad/Downtown²

Lending library and rental for recreational

activity/equipment for young students to experience

outdoors and adults³

Information Kiosks around

Town – Example Barn Bluff

Partnerships with Rock

Climbing and Mountain

Biking

Ice Skating Trail

(refrigerated)

Roller Blading Summer

CrossFit Park – interactive –

see Mankato

Ping pong tables in public

areas

Expand recreation for

Burnside, Cannon River and

High School

Other indoor options for

days when weather doesn't

permit outdoor activities

Use Hancock School as a

student activity recreation

center

Hub or welcome center

along bike trail (cannon valley trail)

Geocaching sites – promote

Prairie Island Ski Jump

recreational opportunity

Sledding Hill

Pool tables

Music Ideas

Music Stations (Hands ON) –

See Sedona AR

Music Festivals

Musical Highway (see Ikata Japan)

Theater &

Performance Art

Outdoor plays and theatre

More public entertainment

Storytelling as a group

activity²

Freedom of speech

presentations in Central Park

(home town TED Talks) like

San Antonio or London

Inventory of created items

from performances, etc. –

Lending Library

Comedy Club

Food & Garden Ideas

More Community Gardens³

– near senior housing and

nursing homes

Small micro multi

restaurant/specialty grocery

shop with open dining/shopping²
Outdoor Street Cafes
Farmers Market in new county parking lot
More specialty stores/food places

Ideas for Kids

Places for teens to be safe
Children's Museum
Youth Center with visiting artist, musicians, dancers, actors
Increase Access to the River
Interactive Sidewalks

Business Ideas

More businesses open downtown on theatre nights & special event nights
Volunteer Greets around town, especially on weekends. I've always said that's what I will do when I retire
Need nightlife for tourists
More places need to be open on weekends

Transportation Ideas

We need a regular shuttle between high school and downtown
Transportation, Shuttles, Better, later bussing options

Other Ideas

Local History Markers

Group Classes for More activities that invite people to participate, meet, and socialize
Reinvent or create new ideas for existing buildings for new businesses, kid's activities, senior groups
Develop a Folk School centered on environmental features, historical elements, folk crafts – use locals as faculty
When I first came to Red Wing I saw sunflowers everywhere – in the medians on the highway, on road sides – it was charming – I would like to see that again instead of chemically treating roads
Cooperation among all organizations producing events so there is no overlapping of dates
People need something in common to connect them together, therefore there should be events for physicist, biologists, and doctors, etc.
Solicit ideas from variety of cultural and racial groups and individuals around creative and recreational hopes and dreams
Use government TV channels – how to videos
Community Gardens and Art collaboration
Make it accessible to ALL not just those who can afford it

Library as a place for community creativity and learning
Public Spaces for free events
Fountain on the River
More information about sister cities in China and Japan
Need places for Bird Watching
Fewer Programs with more partners; we constantly compete with one another
Little Libraries also trade board games and puzzles
Something Like the Boots (bicycles, train engines, corn cobs, or similar
Public Restrooms Well Marked
Decorate for holidays similar to Wabasha
Redevelop low density areas with higher density
Graffiti Wall
Stations with open music hours
Hipster Hawk's Hideaway campground at the trail head(s)

Local Sites/Areas I think have good potential for revitalizations:

Downtown Sites

Maltery Building/Area⁹
Associated Bank/Goodhue
County Bank Building⁹
Old Chief Movie Theater⁴
Alley Ways across streets³
Parking lots on east side of downtown⁴
Downtown Buildings⁴
Storefronts along Plum Street⁴
Johnson Tire Building³
Jordan Court²
Third Street as pedestrian place with sidewalk cafes
Boxrud Building
Make more oasis/meeting places in downtown
Former Mexican Store on Plum
YMCA along Main Street
Carlson Building
New Bridge Area
SE Corner of Main and Bush should be retail
Bush and Third
Main Floor of RW Shoe – retail stores
Mural on Side of Fire Station
Library
Depot
Lot next to Caribou
AnnaDee's Site

Riverfront Sites

Riverfront⁸
Upper Harbor⁸
River Walk

Riverfront for small non-motored craft
Boat Launch

Park Sites

Bay Point Park³ – Band shell, camp ground/ community center
Levee Park³
Parking Next to Levee Park
A P Anderson Park² – splash pad
A P Anderson Walking Bridge²
Barn Bluff²
Parks in General²
Camping²
Cannon Valley Trail Master Plan speaks to a “Cultural Heritage Park” near Anderson Center that increases the awareness of cultural resources and heritage in the Cannon River region
RV Park
Colvill Park

Old West Main Street

Old West Main⁸
Car Wash/Old West Main²

School Sites

Jefferson School/Hancock⁹

Other Buildings

Individual Homes in Older Neighborhoods³
Old City Hospital²
Brenseth House on Fourth Street
St. John's Hospital/Mayo History Center

Other Sites & Areas

Burnside³
West End²
Hay Creek
Golf Courses
Roundabouts
Natural Area between Bench and Featherstone Roads
Wooded Bluff east of Twin Bluff Road – hiking/biking/skiing
Blighted and abandoned spaces in neighborhoods and retail areas
East Side
South Side
Natural Play Park Highway 19 and 61 Property
Empty Lot on Tile Drive

Groups or organizations that may be interested in partnering, spearheading, or brainstorming projects around revitalizing public spaces:

Nonprofits

Red Wing Arts⁸
Anderson Center⁷
Art Reach⁶
Friends of the Bluffs³
Downtown Main Street ²
Chamber of Commerce²
Goodhue County Historical Society²
RW Youth Outreach²
Minnesota Climbers Association²
RAMBO²
Everyone²
VCB
YMCA
Universal Music Studio
Jones Foundation
Service Clubs
RW Farmers Market
RW Seniors
Audubon

MN State Arts Board
Southeaster Minnesota Arts Council
ELC
Live Healthy Red Wing
Manufacturers Association
League of Women Voters
Hope Coalition
Horticulture Society
Minnesota Land Trust
Church Groups

Governmental

Sheldon Theatre⁵
High School Art Classes/Schools³
City/Public Works²
Goodhue County
Prairie Island Indian Community
Library

High School/Alternative HS
Sister Cities Commission
2040 Group with Tee Shirts and a cool motto like: "Looking Forward to the Future"

Businesses

RW Shoe Company³
St. James Hotel
Reidell Skates
Hobgoblin Music Loft
More cooperation between businesses/eating places/stores/hotels

City or neighborhood events in public spaces I think would be interesting to pursue or improve:

Arts Related Events

Pop Ups **4**
Dance Halls/Barn Dance/Dance Venues**4**
Music/Concerts**3**
Street Performances**3**
Splash Paintings with Neighbors
Sculptures
Drumming – Native Indian Culture – Hispanic Culture
Big Bend Music Festival **2**
Public Performances
Outdoor Festival for everyone (not necessarily competition)
Art Festival for everyone
Events with historical connection
Native American event Early Immigration Event
Outdoor Film Festival
Movies in the Park
Theatre and arts events that push the edges such as Vagina Monologues

Park & Recreation Related Events

Hike/Bike events or groups **3**
Performances in the park
Community Dinners
Crafts in the Park
Bluff Color Fest – Friends of the Bluffs
Camp Fires at Memorial Park
Skiing or Snowshoeing Groups

Others

Winter Festival **2**
Scheduled neighborhood presentations
Free Public Lectures
Businesses Open on Friday Night
Alley Party

Event #5: Thursday November 16, 2017

Creative Economies: Big Ideas for Small Cities to Succeed

What we wanted to learn?

A lunchtime and an evening session were conducted with the idea of learning about how other communities are stimulating economic activity in a changing world. Approximately 110 people participated in the two sessions. Here are short summaries of the five videos shown:

1. Greg Tehven, community builder and small town champion, explains how conventional economic development strategies are not working. He brings a new, fresh perspective on how rural communities can introduce new models for community vitality. This fun, thought provoking talk focuses on the crowd, each and every one of us, as we work to support improving the human condition versus the conventional strategies for supporting small cities. His work has lead Fargo to global recognition and a growing economy.

Thought leader, storyteller, and advocate for the creative class, Greg Tehven, invites his audience to build the community they want to live in. He believes that if you think creatively and act boldly, you can overcome any obstacle.

2. Ryan Lilly thinks that economic development is about innovation and marketing (storytelling). Only the purple cow communities will survive.

Ryan discusses three parts and five steps to Community Innovation and Marketing:
Social Synthesizing - Create systems for bringing people together.
Synergistic Spaces - Create spaces for physically bringing people together.
Success Stories - The elevator pitch for your community.

Five steps: Seek, Synergize, Support, Streamline, and Share

Ryan Lilly is the Director of Business Creation for the Ocala/Marion County Chamber & Economic Partnership (CEP) in Ocala, Florida. In this role he serves as a catalyst for the creation, attraction and growth of startup companies both in the Power Plant Business Incubator and throughout Marion County.

3. Dale Williams is Mayor of Otorohanga and Chair of the Mayors Taskforce for Jobs. A certified motorcycle engineer by trade, Dale has first-hand experience launching and growing successful motorcycle dealerships and training young people through apprenticeship programs. Passionate about helping young people achieve the best career outcomes for their personal circumstances, Dale is an advocate of non-academic vocational pathways, realizing that not all young people are suited to tertiary education.

4. Shane Hughes is a REconomist, entrepreneur, environmentalist and dreamer. He left the UK at 17 to discover the world, without money, direction or date of return -- just a fascination for big questions like "is a better world possible?" 20 years later, his current work with the Transition Network's REconomy Project (<http://www.reconomy.org>) exposes him to the rise of the new economy and a possible answer.

In his talk, Shane explores the rise of seemingly unrelated new economic trends that are global enough in scale and are evolving at such a rate that they could trigger a positive economic systemic shift. Cooperatives provide 100 million jobs worldwide, 20% more than multinational enterprises. Online collaboration techniques (open source and peer-to-peer systems) -- are spreading. Niche groups experimenting with cooperation-based economics are outperforming competition-based enterprises.

At a time when mainstream confidence in the old economy is at a low Shane provides hope in a plausible and positive vision of the future based on present and credible economic trends.

Small Group Discussion and Individual Comments and Ideas

(Similar ideas listed by more than one individual are shown with a number **2**, after the comment, indicating how many people made that comment)

After all of the videos were shown, participants were asked to work in small groups to brainstorm ideas that they might have for Red Wing to create a unique identity; current initiatives that could be built upon; ideas to improve workforce readiness of the current workforce and youth in the school district; and other programs and concepts that should be explored. The ideas that were generated are listed on the next pages.

What ideas stood out to you that Red Wing should think about as we look to the future?

Listen and Involve Employers

Ask Businesses what they need²
Involvement with Businesses, Connecting employers needs with students and working through educational process²
Career Day having employers involved and talking about subjects the kids are interested in
Have job fairs in the business settings, not in the school gym

Listen and Involve Youth

Identify what the kids want to do and build career day around it³
Get our kids involved in all aspects of the community; listen to them, they have good ideas
Listening to kids to make Red Wing not Dead Wing, things for Teens, Teen Center, Clothing store for teens
Primary concern for youth and their involvement in the community

Intergenerational Training and Involvement

Training and Education of young and old
Making our schools more engaging for students, parents, and grandparents; working on developing the whole person in a student
Intergenerational Support
Develop more opportunities between youth and retirees
Need to assess barriers and opportunities that Red Wing has for youth employment as well as all ages

Communication and Follow Up with Community's Young People

Regular communication with residents; contact with former students being more intentional³
Education and student follow up³
Intense support for students in new and different ways; supporting young adults by assisting

them in developing careers in Red Wing³

Celebrate Work and the Trades

Network/mentor to encourage the trades, we need electricians, plumbers, carpenters, and HVAC people⁴
New Zealand video's approach to student/business partnering & mentoring⁴
Celebration of workers; celebration of trades²
More trade education²
Working our students into local businesses and activities²
Relevant learning experiences for pre-k-12, internships, apprenticeships, student run businesses²
Sharing success
Encourage young people to work, create and encourage a work ethic
Bringing more people around this can start a life and pursue what they want

Sharing Economy Ideas Bus Shares/Transportation Coop²

More share/coop opportunities; tools, services, car pool, transportation
Share portal

Use Vacant Buildings and Vacant Space

Making better use of our spaces; vacant or blighted spaces; call attention to them and then come up with new uses and funding
Tours of empty commercial buildings for community members, not just business owners²
Empty buildings could provide space for vocational and technical and academic learning
Use of existing spaces/places to draw people to Red Wing
Make old theater a youth center

Events

Music Festival in the middle of winter
Adapt to changing economics – marketing, social media, etc.
Host youth film festival or music festival

Technology and the Changing Economy

Red Wing needs a culture of inspiring, supporting creativity in all fields
Creative leaders with a non-typical government process to engage with people considering their investment of time, ideas, energy and resources; the ideas that Greg Tehven talked about; ²
Helping local businesses make their products and services available on-line
EV repair

Affordable Housing

We need affordable housing to live in so people will be able to live, work and go to school here and build a bigger and better community for all

Be Open to Change and Collaboration

Community circuits of least resistance, innovation should be encouraged and guided and sought out²
Resistance to change
The community at large needs to come to the conclusion that we need to take chances; then the

City Council will find the will

Maintaining strong community, business, arts, recreational opportunities and natural surroundings; maintain infrastructure and continue to build on current successes
Community cross collaboration with education – industry – community
Listen to people who haven't already been selected as leaders, who don't have parents who are leaders

Miscellaneous Ideas

We need to stop looking to government; for others to fund economic development
Be unique
Attract & Retain
Welcome events, celebrate and welcome new families to the school district³
Crazy new high school model
Local business representatives are key to looking at the future economy of Red Wing, government is very good at picking winners and losers

How could Red Wing create, improve, or reinvent a unique identity?

Process to use to create unique identity

Talk to people outside of Red Wing
Red Wing already has an excellent identity; we need to identify elements of our reputation and support and expand them; we have a unique identity and now need to build on that and expand it²
Talk among stakeholders and find that one uniqueness and get community buy-in
Red Wing needs to accept the idea of growth as a positive
Conventions
Remove resistance to change
Streamline creative processes
Working with Education, employers, and government
Tell the Story to the public
Build on what we have that is good and involve all ages
Accept what we are and what we aren't and how we have assets that no other community does
Continue getting people together like this event; continue conversations –

with the goal of creating a Red Wing Mission and Goal
New thinking
Be open to ideas that have not been considered before
Identify primary strengths of Red Wing economy and then build on that one small step at a time

Emphasize Nature, Outdoors, Recreation

Outdoors – river and bluffs; Utilize Red Wing's unique historical & environmental attributes – bluffs, river, historic downtown, lodging, entertainments;
environment – how to use hiking, biking, skiing, river (Active Tourism); ski jump being planned will draw global attention and create jobs and opportunities⁸
We are the Boulder of the Midwest – amazing access to natural resources, established businesses, work to make it more appealing to young entrepreneurs and recent grads
Connect with the river

Geography, the driftless, the relationship with the river, the bluffs
Create a recreation hub
Sport Events
Would like to see a program that encourages young professionals to live in Red Wing, emphasize outdoors and health

No Worker Left Behind

All work and are work ready, no worker left behind³
Follow up on progress of workers
Continue to enhance High School training, tech, and science opportunities
Be proud of history
By having the best school, it would draw middle and high income families to Red Wing

Redevelop Vacant Buildings with Unique Uses

The Associated Bank building is one of the largest buildings in downtown – we need to find a way to use the building to bring millennials to downtown (work and fun); use innovation to re-use²

Malting Building needs innovation to re-use
An empty building for youth
Fill empty buildings with apartments and businesses, meeting places, etc.
Our architecture is an asset and empty buildings are a waste – we need to creatively find people to energize our opportunity
Reinvent the theatre downtown
Open forum in old bank building (Associated Bank) – arts, outdoor activities

Business

Improvements and

Mentorship

Mentorship for

Entrepreneurs

Utilize chamber

champions – retired

business owners to

mentor and advice

Red Wing has had a

reputation as a tough

place to start a business in,

that should be determined

and looked at

Build on Arts and

Culture Community

We have an identity as an

arts community & we have

MNCSE – could we teach

welding and electrical

work for arts as well as trades?

We have people come

from around the world for

musical instrument repair

& Stoney End harps are

world renowned, can we

do more with that?

Connect with native

population; Red Wing as a

place of healing

Can we combine arts and

trades?

Emphasize the Arts

More Opportunities

for Youth

Having kids of all ages and

seniors getting together to

share and help each other

out more

Giving youth a chance to

try, noticing what they are

doing

Boost Red Wing Ignite and

STEAM activities with

resources

Emphasize the Future

Create a future sounding

logo – theme- and use it

often

The sharing economy as

possibilities

Think to the future; not

keep “Pretty Little Red

Wing” but subtly improve

to retain a positive status

Bring a new atmosphere

and more new things and

new businesses and this will bring ideas and new people

Emphasize History

Build on history and assets

Keep at historical that

draws the tourist, we

could have a Western Days

School Enhancements

An electric vehicle repair

program

Highlighting High School

graduates who achieve

By rebuilding

infrastructure Red Wing

seems to be a bright

“NEW” space

Revised SE tech to a

trade/degree institution,

what happened to Vo-tech

Local university bringing

new people and programs

to town

Miscellaneous

Develop a cutting edge

“prevention” program for

youth to prevent criminal

behavior, enhance skills

More develop along the

river; find the next thing

Red Wing is known for

around the state, country,

world that will carry us

through the next 100+

years

Local inventions

What current local initiatives are you aware of that Red Wing can build upon to strengthen our economy and/or utilize our local resources of creativity, people, and funds?

Red Wing Ignite

Red Wing Ignite working with young people; Red Wing Ignite fits most of the requirements identified including education for modern technology, summer internships for college students¹²

School Related Partnerships

Southeast Tech – workforce issues, Collaboration efforts between SEMN College and local schools³
Continue to reach into High School and Middle School³
Partnerships and collaborations with schools and manufacturers²
Apprenticeship – music festival with Tech College and instrument repair link
Beginnings of local school and business connection
SEMN College and Mayo Connection
STEAMTeam

Theatre interns – high school students could get credit for stage management, sound, lights
There is on-the-job training program at the High School, could that program use more resources or be revamped?

Other Community Organizations and Institutions

Encourage churches to work with the schools and students
Chamber Hype program working with young professionals²
Red Wing Port Authority, Red Wing Ignite
Entrepreneurial Incubator, SEMN College, Southern MN Initiative Fund
Score program at SEMN College²
Every Hand Joined²
Red Wing Youth Outreach²
Red Wing Area Fund

Arts Related

Organizations

Our Red Wing local Arts Red Wing needs to build on its arts and cultural heritage to attract people from larger urban communities
RW Film Festival
Big Turn Music Festival in Feb. 2018, multiple bands in different locations³

Infrastructure

Improving transportation to the twin cities; make Red Wing a viable home for commuters; light rail?

Programs and Projects

Crowdfunding for equity (Mnvest Program)
Renewable energy; solar gardens and wind turbines will help create more jobs
Innovation Incubator
College Painters
The ski jump – start a festival now to link it up in the future with the ski jump
Maker Space
Landshare

General Comments
Unique restaurants with cultural events
Affordable Housing Trust Fund and Homebuyer Assistance Program
Small business owned by younger people – Mandy's, bike shop, A Statement Design, and support Red Wing Ignite

Tourism
Exposure to various jobs
Affordable Living
Farmers Market, Community Gardens and CSAs are valuable and growing movement – an attraction to new residents; all lead to more self-sufficiency, awareness of healthy living²

High paying jobs and new industries in the west part of Red Wing; increased wages and higher tax base equals a win for Red Wing
Get more people involved from different aspects of the needs of each project

How could Red Wing improve workforce readiness so we have skilled employees ready and happy to work here?

The Otorohanga, New Zealand Workforce Readiness Example
I love the idea of mentoring program (on checking in with students after graduation) that the New Zealand town used, mentoring, celebrating people and achievements⁹
Recognition of workers and workplaces
Community responsibility for youth and their success
Encourage all career avenues to our youth, not just continued education
Not everyone needs to go to college
Ask business what openings they have and what skills they need and then tailor the apprenticeship to those needs

Employers need more curriculum involvement; students need more exposure to opportunities and expectations
Employer Driven Workforce Readiness courses, apprenticeships, fellowships
Stress the opportunities that the trades offer, the success that exists

Start Workforce Readiness Early
Start in 9th or 10th grade and teach or find ways to cover relevant materials and tools; target kids who could benefit from a part-time job; basic trainings – CPR, First Aid, Customer Service, Basic Marketing, etc.; have more opportunities in schools

for industry and machines⁶
Local internships⁵
Better guidance early in education; more engaged guidance with students²
High School Youth Training – Career Exploration Pathways
We need to match the hopes of our youth with the needs of our employers
High School and Trade College; kids need to know what employers need
Restructure High School to focus on career pathways, especially STEAM initiatives
Teach basic work skills to young children

Other Ideas

More cooperation between Tech/High School/Middle School/Business – good start already; trust the younger generation²
We have AP classes, college classes offered through our schools – why not afternoon time working as an apprentice with a local trade company? We need to be training more tradespeople²
Housing comes to play – what do we have for affordable housing for people learning their trades? ²
Summer Focus
By creating environments where kids can work and learn skills they are interested in; computer repair, coding, creative games, and programs

Youth, their energy and ideas drive this, not just education and business community
Lure a community college here or broaden higher education opportunities
More certificate programs that go directly to skills and jobs
STEP for girls
Teach youth to appreciate their geographical location
More up to date training courses
Tours and worksite visits
More awareness and support for career readiness – apprenticeships, job shadowing, business involvement, higher education involvement

More weekly pay days
Cash work force
Employment Agency
Ways to Work Program
By giving them a chance before they are workforce ready
Outreach opportunities and facilitation, determine cost of doing business, cost of working, and cost of living in Red Wing
Keep up on trends, explore opportunities
Recruit students and give them chances to see the real work world
Let kids partner at work – like take a kid to work week

Junior Achievement
Make classes available to
the common laborer
Engage students

Require workforce
readiness classes for all
seniors including soft skills
Partner with college

The parents need to do
this; set future parents up
for success

What are additional communities, programs, or concepts Red Wing 2040 should research?

Specific Communities

Suggested

Hutchinson Economic
Development model
partnering with high
school, local businesses,
and college
Dubuque Iowa – look at
riverfront and main street
improvements
Viroqua, Wisconsin’s idea
of free use of empty
downtown spaces for
three months for new
businesses
Stillwater, Alexandria,
Hutchinson, Prior Lake,
Shakopee are examples of
MN cities that emphasize
career readiness
Look at communities that
have improved while
others have not; for
example Stockholm, WI vs
Maiden Rock, WI or
Preston, MN vs Lanesboro,
MN

Specific Program

Suggestions

Apprentice Programs –
expand³
Summer Internship
programs²
Community Action
Programs for housing and
transportation and shuttle
services²
Vo-tech expansion
Adult continuing
education – there may be
older teachers or
professionals or trades
people who can teach
others as volunteers
Electives that students can
have community outreach
and learn on the job; some
go to college others go to
Tech College based on the
school’s input
Establish an “incubator
center” to share creative
ideas
Welcome party for new
residents – something
more than a quiet
welcome wagon
EV charging

MnVest

Spring Music/Blossom
Festival/Film Festival

Other Ideas

Let’s become a
maker/craft hub! This area
has always been rich with
artists and potters, let’s
draw people here with the
help of Red Wing Arts and
the Anderson Center²
We need more family
restaurants
How do government and
private sectors learn to
share their needs and
resources?
We need more entry level
single family housing
More Senior Housing
Community Career Center
Business recruitment,
employment and job
determinants – role of
Community
Development/Port
Authority
Connect the kids to the
community, let them be
valued

Jordan River
We need higher population density to energize downtown and neighborhoods. To be affordable and effective it must be simple, beautiful, and complimentary to historic Red Wing
How do we validate all the residents of Red Wing?
Centralized organization to assist retired community members in finding part time employment and or volunteer opportunities

Connect Red Wing Shoe to a "Hike-a-thon"
Tours of bluffs, waterways and historic sites and buildings
How to put research into action (take ideas to bring them to life)
I really enjoyed the Welcome to the Community Party
A space for youth, particularly evenings and weekends
Youth support beginning at middle school level
Trades

Stop focusing on restaurants and focus on things for young people and families
Tackle one issue at a time
Small town pain
Reasonable spending on sensible things
More breweries

Other thoughts?

There is no effective way that property owners downtown can advertise openings outside of Red Wing. Empty store fronts can go years empty. Few real estate agents will touch rentals and newspaper is too expensive

"Source the crowd"

Welcome new residents and businesses in a significant way

Red Wing's economy is very strong – build off it through synergy

How can we use the Chief Theater – family films, etc.?

How do we get kids lots of information about careers, school/trade choices in a supportive manner without putting too much pressure on them to know exactly what they want for 50 years? (Making it ok to not know and to change)

Great session, hope we can make something of this begging/middle of discussion

Amusement Park

Zoo

Zip Line Park, we have such beautiful scenery year round

Make opportunities for community people to be part of helping kids

Have John Wooden speak to the High School about how he went from doing my neighbor's yard while in HS to owning and operating his business; Mark Rayner was in restaurant before becoming a cardiac surgeon

Balloon Festival

It often takes the right person, the “sparkplug” to inspire creative and healthy change. How can Red Wing (City, Nonprofits, all others) find these people and get them going on helping Red Wing?

Many things have been tried in the past and are going on now – How to keep people engaged

The speed of change in business/economy/retail – what is next? How fast? Will it last?

Support the artists, filmmakers, musicians, writers who add imaginative approaches to existing problems

This is a great town with many retirees who have skills they could share given the opportunity

A problem – how to motivate young people to enter trades; it seems fewer young people are interested in physical aspect of work

Looking for Business Mentors to develop social entrepreneurial opportunity

Support our schools

Like promoting trade – can we also promote the trades of working with kids?

More after school programs for youth

The City should fund a “charrette” and call for ideas for development, otherwise properties like Associated Bank building and Malting building will stay vacant, torn down or be used as churches

Once the community decides, we need to implement a plan

Bend the Rule – think outside the box, we aren’t special, we are good and proud; listen to the community

Housing Downtown – students and low income

Co – housing – senior living approach worth looking into; affordable rent/housing apartments – youth hostile

The river still represents a strong asset we need to examine

Consider folk school

How people find a sense of belonging and how does a sense of community get created?

Ryan Lilly talked about his 5 steps (seek, synergize, support, streamline, share) but he mentioned a word that needs to happen in the community which is SPARK! Before we can get the ball rolling on anything we need to get the majority of people involved and get through these issues which are deep that spider webs out. Everyone wants the same results, but we need to figure out which way we need to do it.

Equity crowd funding

Minimal viable products

New restaurants and new housing

To what degree does our planning/zoning requirements discourage creative reuse? Should we be more concerned about neighborhood impact vs their exact nature of mission?

Round table discussions – build the relationships with the unknown in the community

Big Turn Music Festival

We need homes: training to start a home building training program

Create get to know your community tours for business and individuals

Large Group Discussion

Prior to breaking into small group discussion after the last video was shown, participants were asked about some of the immediate takeaways. Below is a sampling of comments that participants made during large group discussions.

- Renovate open buildings like the movie theater on Bush Street
- Shopping locally is not the only answer – need to embrace e-commerce
- Would like a “tour of empty buildings” – maybe Chamber could host
- Develop the Goodhue County National Bank building at 3rd and Bush
- Engage kids for what they would want downtown and others places
- Create more outdoor spaces for entertainment
- Music festival is great idea - being done this year
- Could we host more state or regional conferences?
Host the MN Inventors Club?
- Look to empty buildings for student housing (state college students)
- Teen club downtown – maybe in the old movie theater
- Show value to all forms of education – trades, college and all other types of education
- Change focus of education to get students exposed to opportunities
Ask first what employers need
- Find places for people to live!
- Provide support of young people – how could volunteers help?
How could the New Zealand model be paid for?
- Collaborate with other communities – like in the Big Turn Music Festival
- Intergenerational support within schools
- Community College certificate programs
- Keep in touch with students before AND after they graduate
Call every 2 weeks to help kids get direction/ or every 6 months to kids in college
Check in with them – evaluate effectiveness of what we’re doing here – is it working for them?
- Think of our bluffs as Minnesota’s Black Hills
- Have a ski hill Olympics
- Create a marriage of tourism and local
- If something is doable – on a scale we can actually do – it’s better
- Look to the Northfield apprenticeship program for career and tech education
- What about a Mayo – RWHS partnership? – apprenticeships and interns
- Youth skills training –
- Which businesses are open to working more closely with our youth?
- Do we have anyone talking to our unemployed youth ages 18 to 25?
- Bring back the Junior Achievement program in the high school

- Celebrate ALL workers – street cleaners, custodial staff, etc.
- Relook at our vocational school and build it up
- Host a “Community Welcome” event regularly for people new to town
- Refocus on small businesses – get more and some will thrive
- Expand marketing
- Look at the Fargo Forums as examples of what RW could do
- Start tech/career discussions in 9th grade rather than 11th
- Youth employment – let’s assess the barriers and opportunities (for ALL populations)
- S.T.E.P. program for girls is great
- What is our unique thing? What sets us apart? Find an idea like Fargo did
- Reduce resistance to change
- Streamline system to support ideas and reduce barriers
- How do we reach younger families – it’s hard for them to get to events like these – let’s go to where they are
- Support kids into their 20’s
- Need to create a community that supports our kids
- Place more importance on soft skills – time management and work readiness
- Is every child connected to a caring adult in the high school?
- Counselors could be more effective
- Appreciation -- that needs to be clear in the message