

# ACTION PLAN



NOVEMBER 2009



DOWNTOWN RED WING

## **Acknowledgements:**

This Action Plan for the future of downtown Red Wing is rooted in the hard work and vision of the community of Red Wing. Special thanks and recognition go to the Mayor's Downtown Action Plan Task Force and key City staff who dedicated time and energy to the Plan's creation.

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the action plan

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### **1: Where We Are - Downtown Red Wing today**

Red Wing has a great downtown with many assets that position it well for the future. However, over the past ten years there has been a slow leakage of public and private investment to areas outside of the downtown area. In this chapter, Downtown Red Wing was evaluated in two ways: through an analysis of the downtown district's strengths, weaknesses, and general property use; and by comparing land consumption and infrastructure investment in downtown Red Wing to greater Red Wing (the fringe). There is a need to bring all interests together to establish a coordinated, comprehensive, and strategic direction - a need to bring new energy to the Red Wing Downtown Main Street Program. There is a need for greater economic, social, and environmental sustainability in downtown Red Wing.



### **2: How We See Things Changing – Trends**

The City and region are becoming more diverse and therefore are demanding a wider range of lifestyle options. As the traditional family, two parents with children, becomes the minority, new demands arise; people are seeking urban centers that offer a social life, rather than a family life. An aging and increasingly active population requests that Red Wing provide an environment that fosters participation in economic and civic affairs; cultivates spiritual, social, and cultural enrichment; and offer a broad range of outdoor and active recreation choices.



### **3: Where We Are Going – The Vision**

The action plan states, targets, and embraces six main values – to create vibrant gathering places, attractive housing options, thriving commerce, and strong connections that celebrate the experience and foster sustainability. These values are the backbone of the vision Plan; through embracing our downtown more effectively we can enable the city to become more sustainable and attractive to residents and visitors, thus establishing downtown Red Wing as a premier historic river town. We have also discovered that every smart choice equals one ultimate impact: an improved quality of life. This quality of life includes our economic, social, physical, emotional, and environmental wellness. In the pursuit of this vision, we discover this is the real fight to preserve and sustain our city, in the most literal sense.



**VIBRANT GATHERING PLACES**



**ATTRACTIVE HOUSING OPTIONS**



**THRIVING STOREFRONTS**



**STRONG LINKAGES**



**CELEBRATE THE EXPERIENCE**



**FOSTER SUSTAINABILITY**

#### **4: How We Will Get There – Actions**

The Action Plan includes 32 actions designed to uphold and reinforce the six values shown to the right. These actions are not the City of Red Wing’s only possible initiatives, but they are priorities that: detail transportation improvements that will transform Red Wing’s prospects, including pedestrian and vehicular connections within downtown; strive to balance development investments, between the community’s fringe and downtown; and, most importantly, delineate many actions that will produce a greater depth of experience in downtown Red Wing.



#### **5: Using the Action Plan – Tool Kit**

Downtown Red Wing’s Action Plan includes two primary tools designed to help achieve the plan values, implement the actions, and make downtown more sustainable. They include a Decision Principles Checklist and an Actions Matrix. The Actions Matrix presents all the actions, along with the multiple values they uphold, in one place - demonstrating their interdependence. Each action is also owned by a Main Street Committee that will be responsible to implement the action. These tools will help guide decision making.

## Foundation Documents

Red Wing has a strong history of planning as evident by the volume of plans researched for this project. These plans have helped the community advance to where it is today. Some plans have obvious tangible results, while others have simply helped tell the story of how Red Wing has grown and evolved.

The City of Red Wing has completed a range of planning documents that have influenced the outcome of this plan and continue to influence the future direction of the City. The following is a list of the types of planning documents Red Wing continues to utilize in planning efforts.

### *Types of planning documents:*

1. Comprehensive Plans
2. Downtown Plans
3. Facility Plans
4. Other City-wide Plans and Studies
5. Historic Preservation Plans and Studies
6. Cultural Resources Plans and Studies
7. City Transportation Plans and Studies
8. Park and Trail Plans
9. Natural Resources Studies (regional)
10. County Plans

## INTRODUCTION

Red Wing has a great downtown with many assets that position it well for the future. However, over the past ten years there has been a slow leakage of public and private investment to areas outside of the downtown area. The Red Wing Downtown Main Street organization has done a terrific job in promoting downtown Red Wing with a series of excellent promotional events, but it is hard pressed to expand its program without a sustainable funding base. Other organizations including the Red Wing Chamber of Commerce, Red Wing Visitor and Convention Bureau, Red Wing Port Authority, Red Wing HRA, Red Wing Arts Association, Red Wing HPC, and City of Red Wing have provided supportive programs that benefit downtown Red Wing. There is a need to bring all of these interests together to establish a coordinated, comprehensive, and strategic direction - a need to bring new energy to the Red Wing Downtown Main Street Program.

## THE STUDY AREA

The 2007 Comprehensive Plan looked at the entire area that lies within the city boundaries. This was a comprehensive study that included the land uses of: downtown, activity centers /nodes, residential neighborhoods, and rural residential/agriculture. The purpose of the action plan was to focus greater attention to the downtown area specifically; cognascent of the context of the entire city, but directed with the specific issues of the downtown area (See Figure 1.1). The downtown study area is bordered on the North by the Mississippi River and railroad tracks. Although the study area encompasses many of the city's civic, public, and commercial uses, it also contains single family neighborhood residential areas.



Downtown Study Area

Figure A.1

**Legend**

-  City Boundary
-  Cannon Valley Trail
-  Bike Trails





# 1. WHERE WE ARE

*downtown red wing today*

DOWNTOWN RED WING IS, AND ALWAYS WILL BE, THE HEART OF THE CITY; AND IN FACT COULD BE CONSIDERED THE HEART OF THE REGION. WITH RECENT EFFORTS TO RESTORE THE HISTORIC CHARACTER OF MANY OF ITS BUILDINGS, DOWNTOWN HAS EMERGED AS A STRONG CLASSIC EXAMPLE OF A SMALL-TOWN DOWNTOWN, PROVIDING AN ATTRACTIVE AND COMFORTABLE ENVIRONMENT FOR PEDESTRIAN AND STREET ACTIVITY. THE FOLLOWING LOOKS AT DOWNTOWN RED WING TODAY AND EVALUATES THE EXISTING SOCIAL AND MARKET CONDITIONS.

## The Changing City

The most recent population estimates from the State Demographer are from 2005 stating Red Wing has a population of 16,358 and total households of 6,767. That represents a 1.5% rate of growth over the last 5 year period. These numbers are slightly higher than those projected by national data clearinghouses. If the state demographers rate continues over next 5 years we would see a population of 16,600. Household growth over the past 5 years is 3.1% and if continued at a similar pace to 2010 Red Wing would have a household count of about 6,978. Growth rates could certainly increase in years beyond 2010 as the metro continues to expand southward.

Over the course of the next 20 years, it is reasonably safe to assume based on past trends and future growth expectations that Red Wing's population growth will approach the 20,000 figure.

The 2007 Comprehensive Plan and this Action Plan are based on that assumption.

## DOWNTOWN AT A GLANCE

Cities constantly evolve, and downtown Red Wing is no different. The demographic make-up of the city and retail market for downtown have developed and changed – the following highlights some of these changes.

### Demographics

Demographic growth in Red Wing has proceeded at modest but steady rates over the last decade. Current short term forecasts provided by national database organizations such as Applied Geographic Solutions (AGS) anticipate continued stability in Red Wing, with a slowing rate of growth over the next five years. Regional and national demographic trends reveal an aging population and a trend of young families having fewer children. This results in a demand for more attached housing product and a trend that will show flattening population growth and a bit higher household growth trends.

Another factor that contributes to household growth is the availability of raw land that can be serviced with City Sewer and Water. While there are a number of topographical

constraints to the expansion of urban growth at Red Wing's fringe, there is sufficient capacity in the local infrastructure system to accommodate growth well above what is projected by the national demographers such as AGS.

The biggest factor contributing to population, household and economic growth is a community's quality of life or the "livability" factor previously discussed. Quality of life depends on a number of measurements including schools, parks, trails and sidewalks, open space, natural resources, quality and diverse housing, sound infrastructure systems, safe and friendly neighborhoods, and abundant commercial services to name a few.

These factors represent just a few of many trends that support reinvestment in downtown Red Wing, specifically.

## Balanced Development Investments

Red Wing's success is, and has always been, tied to the success of its downtown. Continued extension of Red Wing's infrastructure is taxing and the current market demand is shifting rapidly. Downtown Red Wing should formulate a long-range economic revitalization plan which recognizes the interplay of housing, commerce, employment, recreation, aesthetics, tourism, and amenities. Promoting coordinated public-private co-investment will support balanced economic development. The city needs to

capture peripheral growth and develop strategies to increase downtown's competitive position in relationship to suburban development. They should develop incentives to encourage the development or appropriate temporary use of under utilized property. As we prepare for the market shift we must recognize the importance of walkability, active living, and the concentration of amenities and services.

### PEDESTRIAN NETWORK



### NEW HOUSES BUILT IN THE LAST 10 YEARS



Downtown Red Wing currently features the most complete pedestrian network in the city. The existing sidewalk and pedestrian infrastructure needs to be utilized and capitalized on, especially as we embark on a time of increased awareness and interest in walkability, active lifestyles, and

convenient non-motorized transportation opportunities. Red Wing has seen most of the new houses constructed at the fringe, rather than in the downtown; therefore they have not capitalized on the existing pedestrian infrastructure, services, and parks that surround downtown.

## Retail Pull Factors

Table 1.1

| Store Category      | Red Wing | MN      | Pull Factor |
|---------------------|----------|---------|-------------|
| Apparel             | \$422    | \$546   | .77         |
| Building Materials  | \$2,106  | \$1,413 | 1.49        |
| Food/Grocery        | \$3,061  | \$2,010 | 1.50        |
| Home Furnishings    | \$415    | \$483   | .85         |
| General Merchandise | \$5,145  | \$1,916 | 2.60        |
| Eat and Drink       | \$1,384  | \$1,306 | 1.05        |

These statistics are for 2006 gross sales and population figures (MN Department of Commerce).

## Retail Sales

A “Market Forces and Outlooks” memorandum was completed by ZHA Inc. as part of the 2007 Comprehensive Plan process. This section provides a brief summary of the key findings of this report.

Red Wing is situated in a uniquely challenging place from an economic market perspective. A core economic strength is that it is located within reasonably close proximity to both the Twin Cities and the Rochester Area. Similarly, location is a weakness in that the region will tend to go north to Hastings or south towards Rochester for major shopping needs and employment opportunities where greater access to regional roads and labor markets are available.

However, Red Wing has a strong asset in its historic downtown, its location along the river and its identity as the home to Red Wing Shoes among other notable manufacturing, industrial, cultural and shopping/entertainment venues. Red Wing has the ability to offer a unique downtown oriented business environment or an edge commercial environment more custom to suburban commercial patterns. Agri-business is still an important part of Red Wing’s local economy, as are manufacturing, arts and cultural entertainment venues.

Regional and local growth trends do not offer a compelling story to entrepreneurs, business and industry. A key direction provided through this reports perspective is that in order to strengthen Red Wing’s role in the local and regional market, it must focus first on making Red Wing a high quality of life place to live. Once again the emphasis on the notion of livability is surfacing as being key to a strong local economic environment.

The downtown market has the advantage of character and cultural experience however that will continue to make it a competitive place for business. The downtown and the City will need to continue exploring ways to make both places work

for Red Wing. One area that Red Wing seems to be lagging behind other similar communities is in the “eating and drinking establishments” category. Many factors can contribute to this but it is an area that the downtown may look into as it begins to implement the Comprehensive Plan. A potential niche for downtown Red Wing focuses on unique, independent businesses offering leisure-oriented goods and services. Downtown can fill a niche as a location for business entrepreneurs with visions, ideas and energies involving restaurants, art galleries, stores selling unique gifts or craft items, antiques, coffee/baked goods, and other such items. Downtown can also fill a niche for goods and services needed by a growing residential population that lives directly in the downtown or within walking distance.

## CASE STUDY Cultural Tourism

Cultural tourism is the practice of traveling to experience historic and cultural attractions to learn about a community's heritage in an enjoyable and educational way. It is often based on traditions, art forms, celebrations and experiences that portray a place and its' people. Generalized expectations of the cultural tourist include the desire for – and expectation of - experiences rather than objects, authenticity rather than fabrication, and the desire to contribute to a sustainable environment.

This can include, but is not limited to the experience of:

- art galleries, theater and museums
- historic sites, communities or landmarks
- cultural events, festivals and fairs
- ethnic communities and neighborhoods
- architectural and archaeological treasures

According to the National Assembly of State Arts Agencies, two significant travel trends will dominate the tourism market in the next decade.

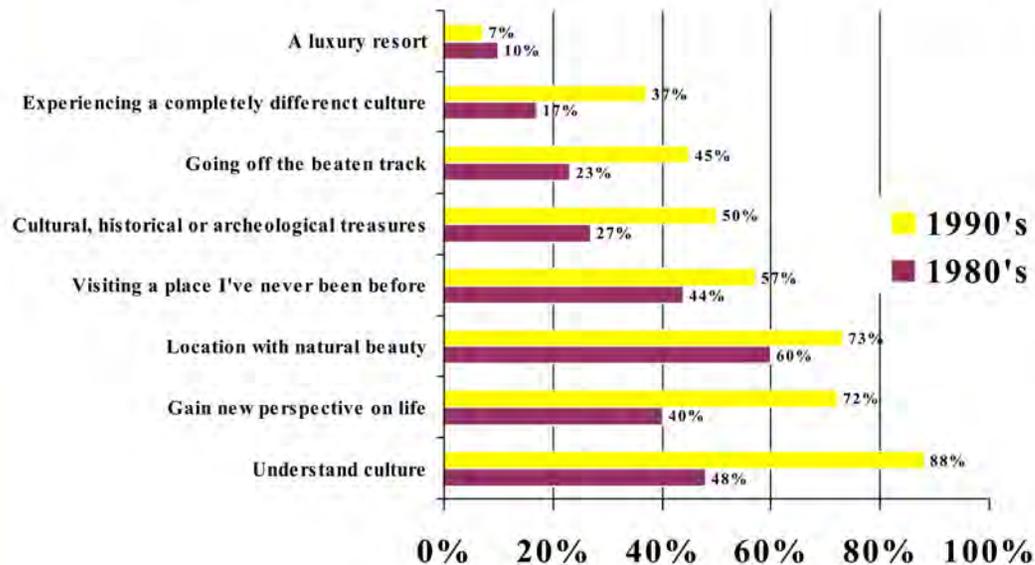
- Mass marketing is giving way to one-to-one marketing with travel being tailored to the interests of the individual consumer.
- A growing number of visitors are becoming special interest travelers who rank the arts, heritage and/or other cultural activities as one of the top five reasons for traveling.

Some trends and statistics of cultural tourists from the National Assembly of State Arts Agencies:

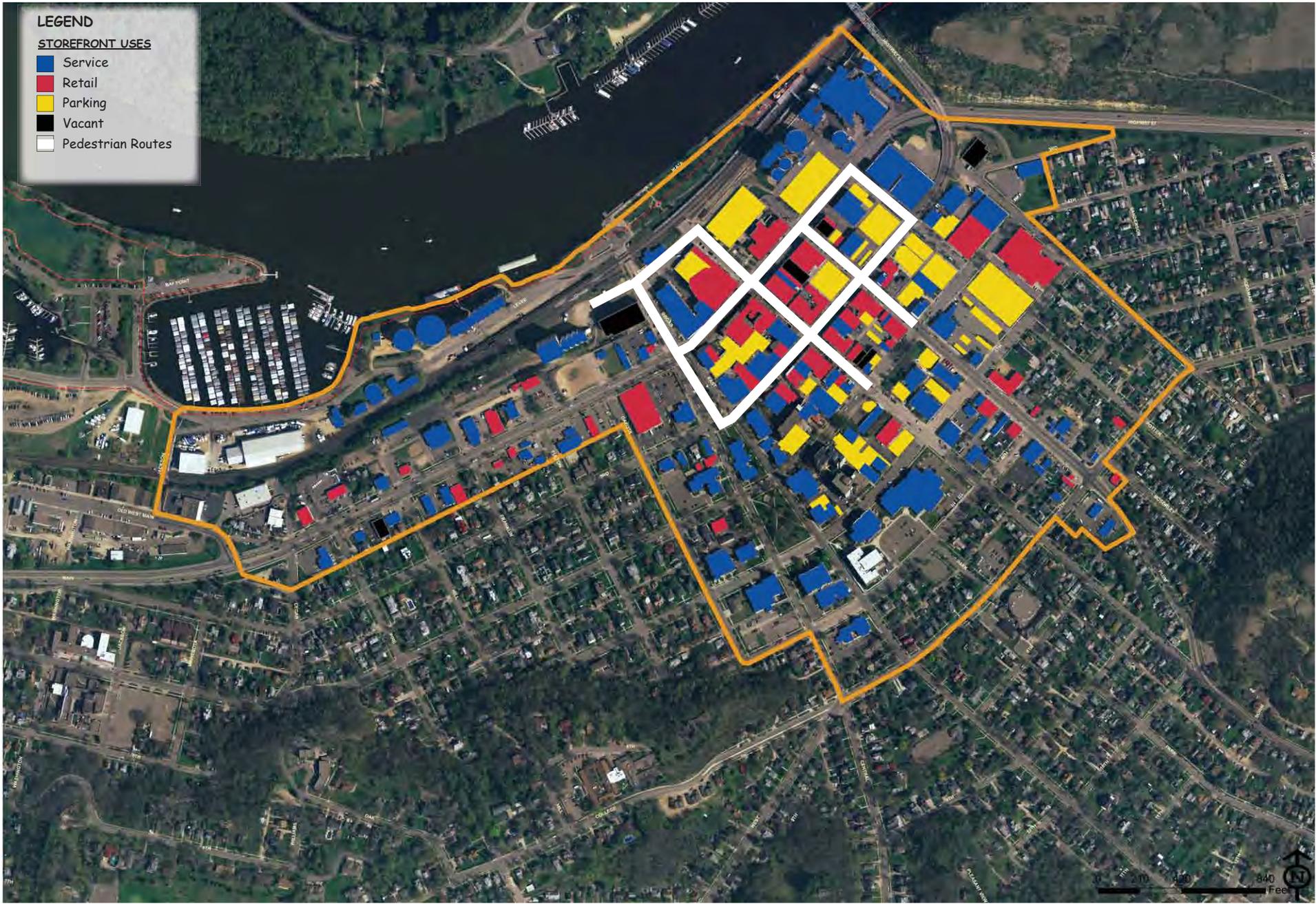
- The demographic profile of the cultural heritage travel segment today is younger, wealthier, more educated and more technologically savvy when compared to those surveyed in 1996.
- Generation X and Y'ers (ages 18-34), are more apt than Matures aged 55+ to agree that trips where they can learn something new are more memorable to them (75% vs. 63%).
- Households headed by Baby Boomers (ages 45-63) are most likely (41%) to participate in these activities.

### Changing Trends

In the '80's, American travelers spent their money freely. Not so in the '90's. Comparisons show a shift from escapism to enrichment.



Source: Lou Harris Poll for Travel & Leisure Magazine



Storefront Analysis Diagram

Figure 1.1

## **DOWNTOWN EVALUATED**

Downtown Red Wing was evaluated in two ways: through an analysis of the downtown district's strengths, weaknesses, and general property use; and by comparing land consumption and infrastructure investment in downtown Red Wing to greater Red Wing (the fringe).

## **Property Use/Storefront Analysis**

An analysis of existing ground-level storefront use was conducted in order to assess downtown Red Wing's current street-life and retail viability. The location of retail, restaurants and entertainment venues are critical for the creation of a continuous streetscape that fosters vibrant experiences and sustains a viable commercial/retail district. The map to the left (figure 1.1) denotes ground level property use as either retail, service, vacant, or parking use. The white line illustrates important pedestrian routes where ground-level storefront use should focus on retail, rather than service or parking. In order to create greater vibrancy on the streets, these retail storefronts should also address certain design guidelines, such as awnings, entry level walls and openings, signage, window displays, and lighting.

## **Downtown Assets**

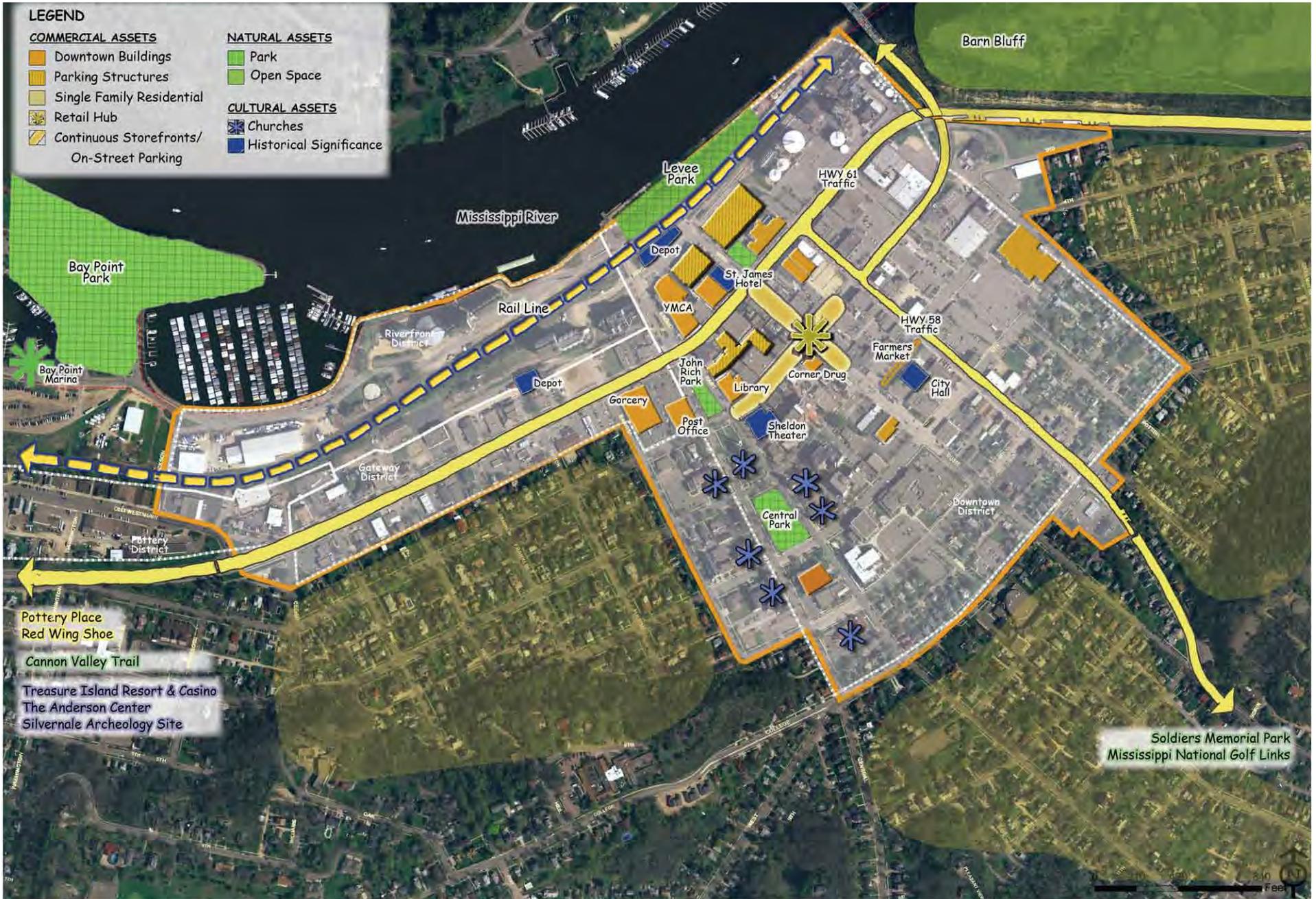
The success of downtown Red Wing is what has made the community what it is today. The historic Depots, the St. James Hotel, and the Red Wing Shoe Flagship Store capture the history that defines the celebrated character of Red Wing. Important community attractions, including city hall, the library and the restored Sheldon Theater are still located in central downtown. The downtown also contains many retail and services, including two grocery stores, the YMCA, Corner Drug, the Post Office, and a Farmers Market. Stretching south into the bluffs, the surrounding residential streets host block after block of historic homes dating from the late 19th century. The powerful and beautiful Mississippi River borders the downtown to the north, offering tremendous potential for interaction with nature out downtown's back door. Central Park, John Rich Park, and Levee Park offer small downtown pockets of refuge, while Bay Point Park and Marina on the west end of downtown, and Barn Bluff on the east, offer a larger retreat of natural beauty, prospect, and departure. The Red Wing Depot still serves as an Amtrak passenger stop and

includes a visitors center and an art center. Highway 61 and 58, although difficult to cross, bring people in and out of Red Wing's downtown – sustaining businesses and retail services.

## **Downtown Roadblocks**

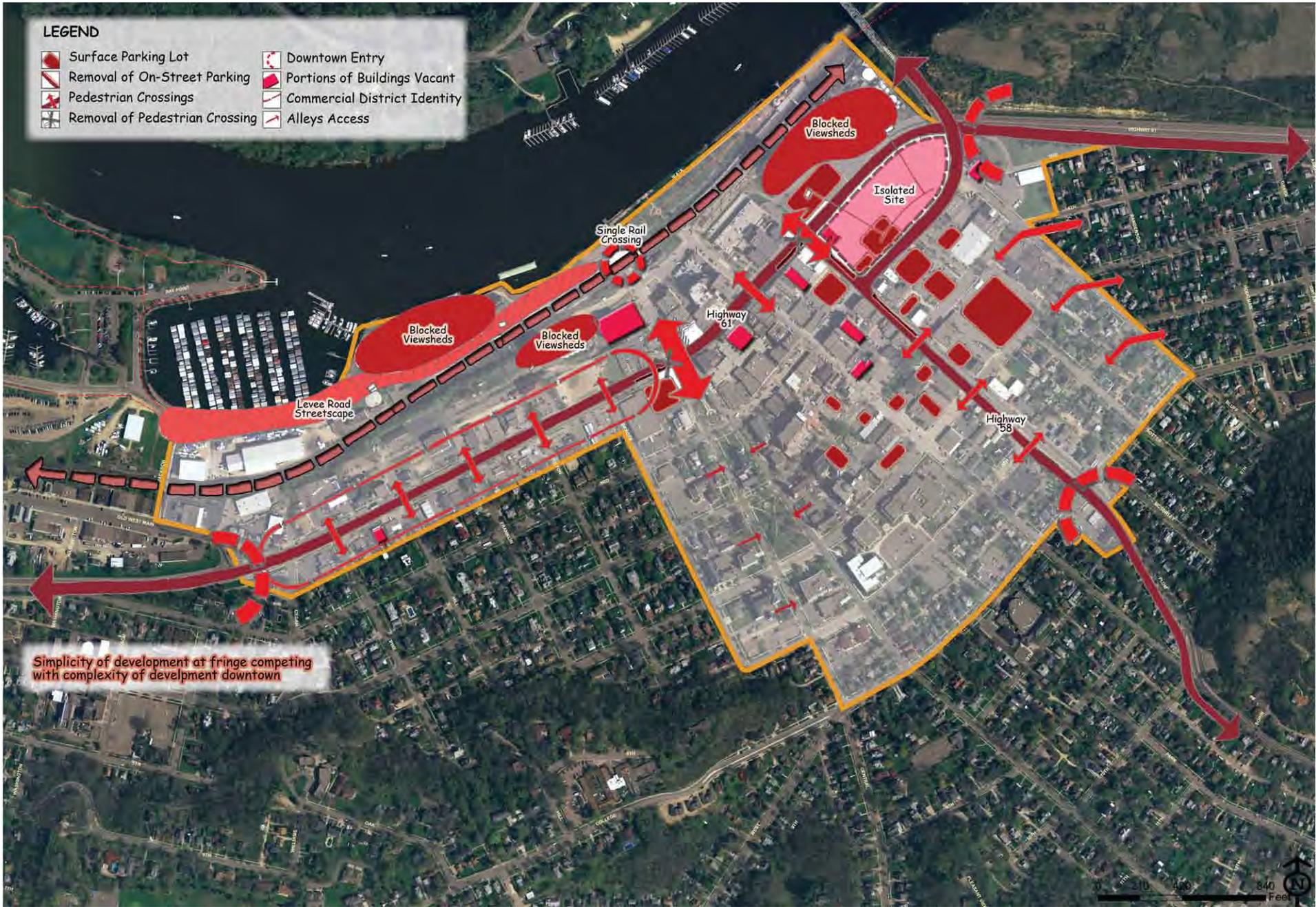
Downtown Red Wing has many assets to offer, as well as some roadblocks that stand in the way to a truly successful and healthy downtown. Highway 61 divides downtown from the riverfront and currently exists as a significant barrier to pedestrian crossings. Broad Street offers the only direct crossing to the River, but currently is a dangerous intersection for both vehicles and pedestrians. The industrial and agricultural uses along the Riverfront, although a strong part of Red Wing's history and seen as a sublime beauty to many, still act as a barrier to the River - blocking viewsheds and limiting crossings. Industrial use on the riverfront further limits access between riverfront park development and downtown; where the primary truck routes on Main, Plum, and Third Street make pedestrian movement challenging and us-safe. The east end of downtown contains numerous surface parking lots, some which occupy the valuable corners of intersections. Within downtown there are at least 6 buildings that currently contain some vacancies. The entrances to downtown on Highway 61 and 58 lack gateways that signify downtown as a distinct district unique character and services. In addition, Highway 58 currently acts as a barrier that divides East and West Downtown Red Wing.

Where challenges and roadblocks lie, so too does opportunity. Changes in land use, street connections, parks, and urban design will facilitate better connections between downtown, its residents and the riverfront.



Downtown Assets Diagram

Figure 1.2



Downtown Roadblocks Diagram

Figure 1.3

## COMMUNITY NEEDS

Future community needs for Downtown Red Wing were identified as part of the city's planning process. The City used three methods to determine these needs: it assembled a Downtown Action Plan Task Force to discuss and identify key issues for inclusion in the Action Plan, it conducted focus groups with city residents, and it conducted a community-wide survey.

## Focus Groups

Five Focus Groups were held for the purpose of gathering information on Red Wing's Downtown. Two major demographics were invited to separate meetings in Red Wing: Seniors (55 and older) and Millennials (20 to 35). These two demographics were chosen because they are the two main groups that tend to live in downtowns throughout the USA.

Livability, the presence of amenities that contribute to a high quality of life, has become the driving force behind the growth and success of communities. Therefore, the focus groups were not only helpful in identifying what the community felt were the strengths and weaknesses of downtown Red Wing (see side bar), but also very informative of what the targeted group would like to see in downtown Red Wing in the future in order for them to live downtown.

## Key Findings

What the focus group attendees would need/desire in order to live downtown (or near downtown):

- **Reserved parking spaces**
- Green space (concerns over yard for a child to play in)
- **Private entrances; balcony or porch on each unit**
- Location has to be in a quiet area off of the highways
- **Downtown and the DT core areas are both attractive locations**
- **Row houses or condos would need to be soundproof and have green space otherwise seen as a negative investment**
- **All new buildings should have 2-bedroom units whether to rent or buy**

What the focus group attendees would you want to see in DT in the next 10 years:

- Create mass transportation to Twin Cities, Rochester, and other areas (train or bus); key for all ages and both locals and tourists
- “No more pockets of ugly”; i.e. no more ‘saw tooth’ building design, complete city blocks with buildings
- Utilize the water front; add a public dock
- Make Highway 61 safer; until real and perceived issues of safety are fixed, access to the river is lost
- Community center and/or bring senior center to DT or the DT core area
- Create a child oriented place in DT or the DT core area
- Develop outdoor image of Red Wing; Utilize the natural settings in order to increase its usability to locals and tourists; advertise what we have, add directional signs, develop and connect trails for hiking and biking, create additional cross county trails, and add screens to natural area/wetlands so that bird watchers or naturalists can sit and watch, paint or photograph nature
- Women's clothing store (that serves wider demographics and more ‘dressy’ than causal)
- Craft shop; certain sewing and craft items are not available in Red Wing
- Create maps around town so that new residents and tourists can see the places to visit;
- Create a nice late night place such as a night club with dancing or a sports bar; that is geared toward middle aged and older adults
- Encourage jobs especially those that attract young people and families
- Build a restaurant with a river view
- Make DT more friendly to pedestrians and bicyclists; more benches and bike racks
- Open up the old movie theatre; both groups supported the idea of second run or older movies

*“Downtown shouldn't be just for old people.”*

## Community Survey

The Downtown Action Plan Task Force has completed a questionnaire to gather information about what people like and dislike about Red Wing's downtown and what they would like to see happen there in the future. A survey was distributed citywide through the Red Wing Current publication, several City building locations, and downtown merchants. An online version of the survey was also provided and gave staff the tools for collection and analysis of responses. A total of 353 responses were received during the month of December, 2008.

### FOCUS GROUP FINDINGS

## The Strength & Weaknesses



### The positive points of DT from both groups include:

- » Historical architecture, quaintness, charm, decorative streets and storefronts
- » Natural beauty of location: bluffs, river, parks
- » Sheldon Theatre
- » Lack of chain stores
- » Cleanliness
- » Availability of grocery stores
- » Cafes and restaurants
- » Farmers Market
- » The downtown center is walkable
- » Downtown has the government offices such as city hall and post office
- » Feeling safety and friendliness



### The negative points of DT from both groups include:

- Dangers of Highway 61
  - » Hwy 61 dangerous and unfriendly for pedestrians and bicyclists
  - » Lack of enforcement with vehicles running red lights and speeding
  - » The river and Levee Park are separated from DT by Hwy 61
- Shops are not for everyday use, too expensive or not carrying daily essentials
- No moderate priced women's clothing store that appeals to both groups
- Too many empty lots and empty store fronts
- Shops close too early
- Too many shops geared for tourists; "older people's kind of tourism"
- The river lacks a public dock
- No community center
  - » Library is a place to be quiet, the YMCA is for exercise not socializing
  - » No place for groups to meet, play, or talk
  - » No place for young children to play indoors
  - » Senior Center not connected to downtown
- No mass transportation option to the Twin Cities Metro Area or Rochester
- Local bus service does not run hourly so hard to plan trips with
- Lack of connectivity between downtown and the parks and trails





## 2. HOW WE SEE THINGS CHANGING *trends*

THE CITY, OUR ENVIRONMENT, AND SOCIETY ARE CHANGING AND DYNAMIC. AND WHILE PROFOUND CHANGES ARE OCCURRING IN CITIES ACROSS THE GLOBE, AND EVEN IN OUR OWN BACKYARDS, IT IS SOMETIMES DIFFICULT TO TRANSLATE THESE PRESSURES FOR CHANGE ON THE LOCAL LEVEL. IT IS THEREFORE ESSENTIAL TO ANTICIPATE TRENDS AND PLAN FOR THE FUTURE. THE FOLLOWING ARE KEY TRENDS THAT WE SEE INFLUENCING DOWNTOWN RED WING.



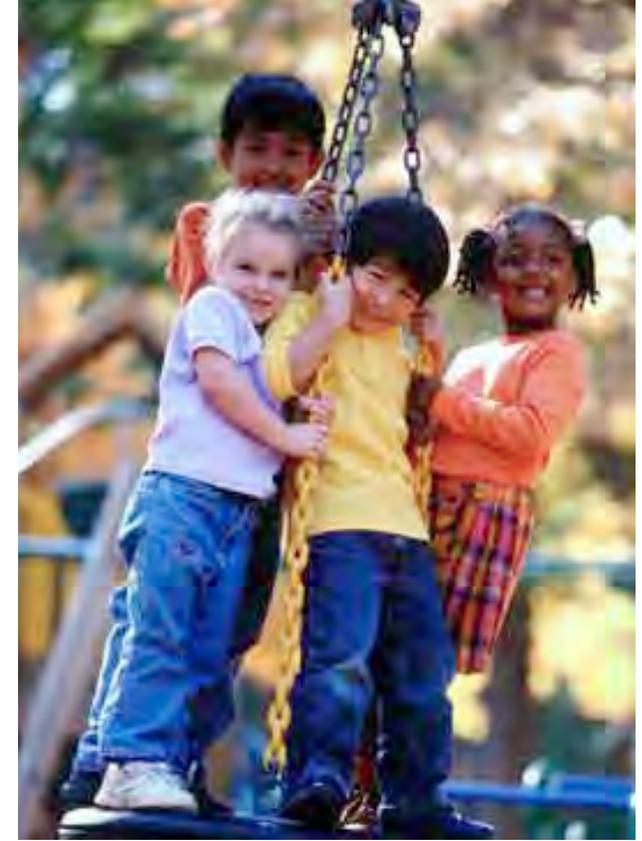
## HEALTH CONSCIOUS

All age groups are seeing an increase in obesity rates, along with associated health risks, such as high blood pressure and diabetes. Analysis has found a connection between urban living and health – residents living in sprawling communities tend to weigh more than their urban equivalents. Promoting walkability, active recreation, and healthy food choices will be appealing to all demographics. The demands on downtown Red Wing include more fitness and trail opportunities, increased active living opportunities; and a seamless integration of body and mind that are part of an inherent downtown lifestyle. Downtown Red Wing residents and visitors will also be seeking locally grown food, increased service from farmers markets, fresh produce, and direct relationships with food producers.



## ENVIRONMENTALLY ACTIVE

Living in Minnesota, where 57,000 jobs are related to the outdoor recreation economy, it is hard for us to overlook the important role played by our interactions with nature and the environment. And Red Wing, situated along the great Mississippi River and nestled amidst dramatic limestone bluffs, will find it hard to hide from outdoor adventure enthusiasts. As the trend for outdoor recreation increases, downtown Red Wing should be prepared to offer recreation and interpretation opportunities that balance sensitivity to the ecological world while capitalizing on adventure sporting opportunities. There will also be a need for added value, such as that found with increased restaurants and entertainment options, which can create a greater depth of experience for visitors and future residents.



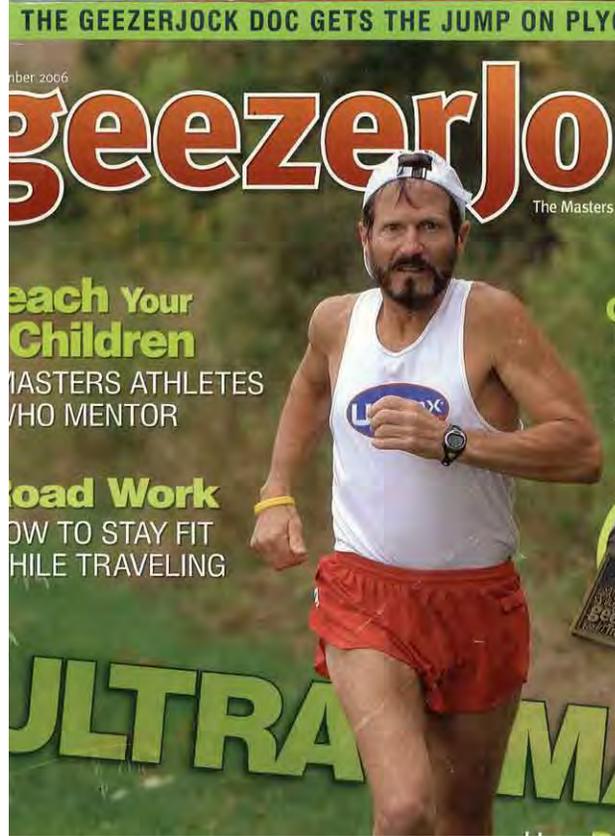
## INCREASINGLY DIVERSE

The U.S. is the only major industrial country with an expanding population fueled primarily by immigrants. Increased diversity in Red Wing means an increased demand for multi-family housing near downtown goods and services, as well as a more varied selection of service and retail. Along with increased racial and ethnic diversity, trends are showing an increased desire for multi-age interactions and exchanges. Downtown Red Wing will need to create places for gathering that foster and sustain multi-age and multi-cultural interactions.



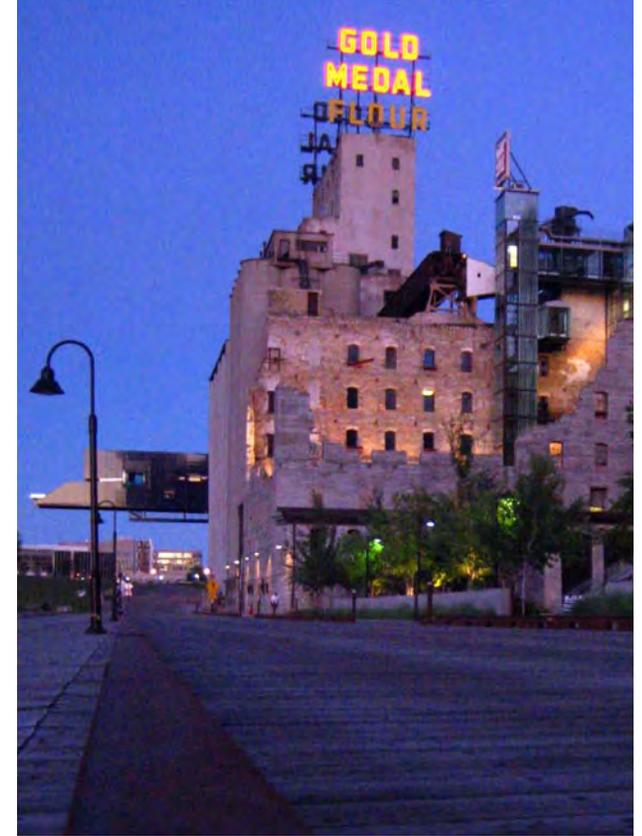
## MORE MOBILE

It is predicted that today's young people will live in twice as many homes as their grandparents. As technology and transportation systems improve, our society is becoming more mobile and more transient everyday. The demand for a flexible and multi-faceted housing stock is therefore becoming critical for cities around the world, Red Wing included. The housing options of Red Wing will need to be more adaptable to turn-over and therefore include a healthy supply of rentable housing.



## AGING ACTIVELY

The 65-and-older population is expected to grow by 147% between 2000-2050. And as baby boomers reach retirement age, they are aging more actively. The word "active" refers to continuing participation in social, economic, cultural, spiritual and civic affairs, not just the ability to be physically active or to participate in the labor force. Therefore, the city of Red Wing will need to provide an environment that fosters participation in economic and civic affairs; cultivates spiritual, social, and cultural enrichment; and offer a broad range of outdoor and active recreation choices.



## CRAVING CULTURE

Culture tourism is the fastest growing form of tourism and visitors tend to spend more and stay longer than other tourists. Red Wing is an enticing cultural destination; therefore, in order to capitalize on this form of tourism, the city must offer multi-dimensional experiences and more depth of experience.



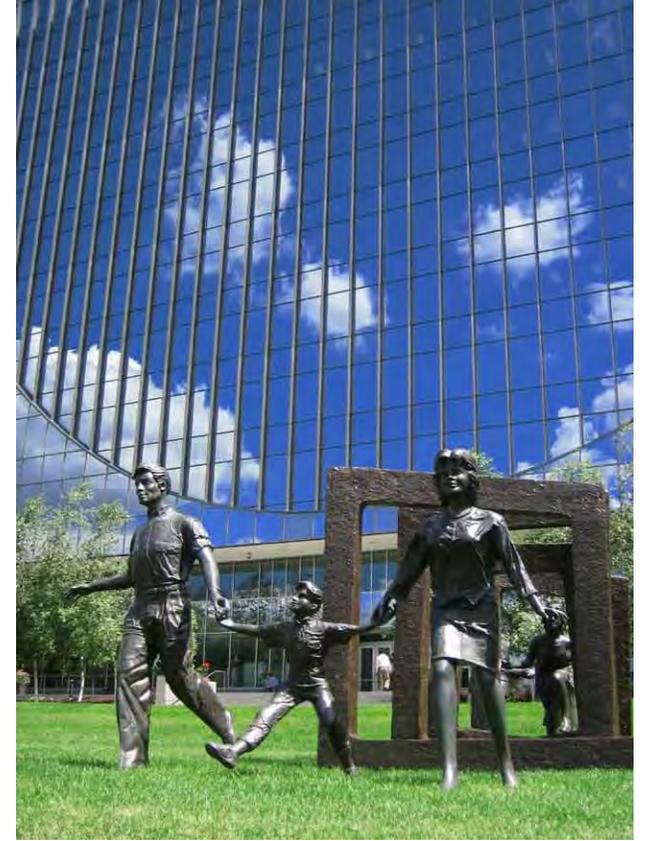
## HOUSING SHIFT

A surplus of 22 million traditional homes (houses built on 1/6 of an acre or more) is forecasted by 2025. Red Wing will need to offer more attached housing and multi-family living options. As fifty percent of buildings that Americans will live in by 2030 do not even exist yet, Red Wing should also have a protocol for establishing high standards for green development and energy efficient housing construction.



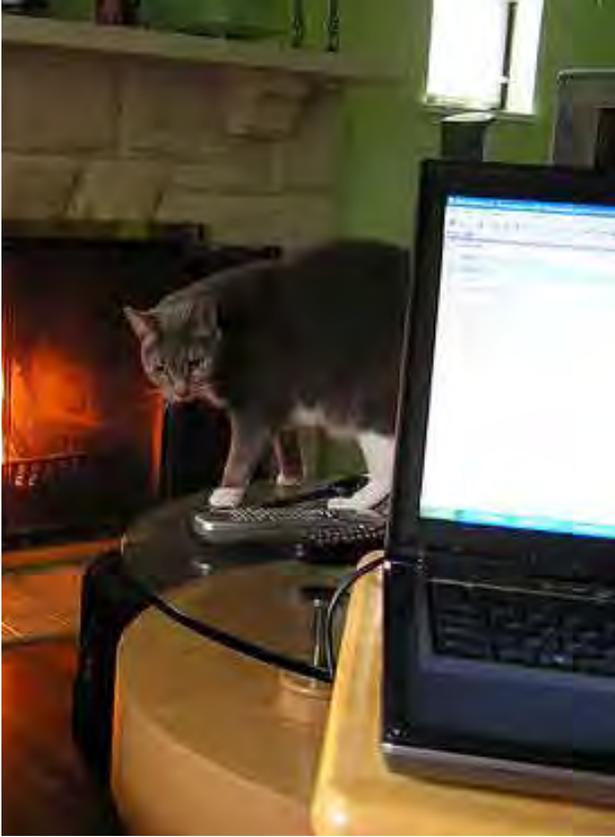
## EXPANDING CREATIVE CLASS

The creative class, people whose economic function is to create new ideas, makes up more than thirty percent of today's workforce. As the creative class rises they will determine what companies will prosper or go bankrupt, and even which cities will thrive or wither. Creative people are more mobile, allowing them more choices about where to live; they are also highly selective about the places they choose. Ingredients like natural beauty, vibrant neighborhoods, outdoor recreation and adventure, entertainment, architectural and artistic quality, transportation alternatives, and pursuit of sustainable practices are top lifestyle demands of the creative set. Red Wing must be prepared to offer this lifestyle.



## REDEFINING FAMILY

Only twelve percent of new households over the next twenty years will have children. The traditional family, two parents with kids, occupies a minority of households. People are seeking urban centers that offer a social life, rather than a family life. Red Wing will need to provide more social gathering places that foster the café culture and offer social encounters, such as those found with more compact living. As it also becomes more common to own a dog than have children, a new demand for Dog Parks will appear in downtown Red Wing.



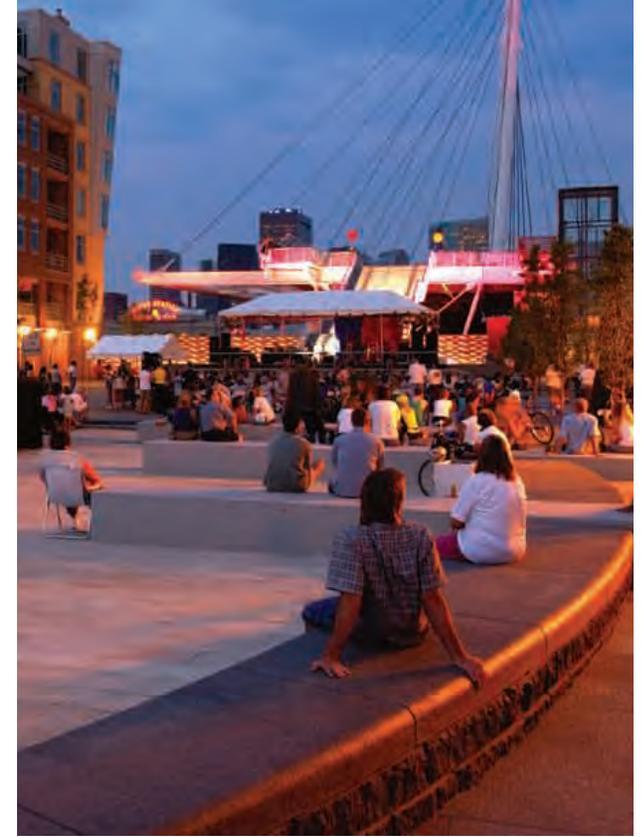
## WORK FLEXIBILITY

Because of technology, globalization, and demographics shifts, workplace flexibility has been increasing. An estimated 40 million Americans will work from home by 2010. Because workers will be less and less tied to a workplace in the future, they will become more mobile and have greater choices in where to live (and work out of). In order to capitalize on this mobile population, Downtown Red Wing will need to provide more mass transit, fast communication systems with wireless ability, and increased lifestyle amenities.



## CARBON REDUCTION

Concerns of global warming and the pressure to make sustainable living decisions surround us everyday. NASA research suggests that CO2 emissions will need to be reduced dramatically if humanity wishes to preserve civilization on Earth. Society is becoming more environmentally conscious and is seeking urban areas that offer mass transit, denser living, green development, car sharing, and walkable neighborhoods where they can make a difference by living more sustainably. Red Wing must provide these opportunities.



## EXPERIENCE OVER CONSUMPTION

Studies show that people receive more enduring pleasure and satisfaction from investing in life experiences than material possessions. Downtown Red Wing will be pressured to offer more dining and entertainment opportunities and a greater depth to the retail experience. The downtown should focus on embedding more culture and character into the retail experience as well as integrating entertainment with retail services.



# 3. WHERE WE ARE GOING

the vision

THE ACTION PLAN OUTLINED HERE SHOWS HOW THROUGH EMBRACING OUR DOWNTOWN MORE EFFECTIVELY WE CAN ENABLE THE CITY TO BECOME MORE SUSTAINABLE AND ATTRACTIVE TO RESIDENTS AND VISITORS; THUS ESTABLISHING DOWNTOWN RED WING AS A PREMIER HISTORIC RIVER TOWN.

*"Failure is not reaching your goal, but in having no goal to reach." - Benjamin Mays*

## THE CITY-WIDE VISION

The following list of guiding principles is intended to support the community vision. The community vision and guiding principles becomes the framework to be used to construct the comprehensive plan. The guiding principles are not listed in any priority order.

### *Red Wing's Vision Statement:*

*"The Community Vision for the City of Red Wing is to capture the vibrancy of growth while preserving and enhancing the city's unique historic and natural environmental character."*

*--adopted  
March 27, 2006*

### **Preserve Community Character:**

Red Wing should encourage and support locally owned businesses and help strengthen the historic downtown and pottery districts that shape the community's distinctive sense of place.

### **Great Place to do Business:**

Red Wing should aggressively establish a community infrastructure that encourages business and industry growth; attracts talent; invests in education and workforce training; and nurtures an entrepreneurial spirit that will result in new tax base and employment opportunities.

### **Open Government:**

Red Wing should commit itself to encourage continued involvement by citizens, businesses, and organizations in the public decision making and act to be responsive to public consensus.

### **Diverse Community:**

Red Wing is dedicated to creating a welcoming community that thrives on the diversity of its citizens.

### **Safe and Secure:**

Red Wing should coordinate and prepare for emergency response and continue to provide for personal and family safety.

### **Support Partnerships:**

Red Wing should communicate a clear and unified community vision and support community partnerships that help to achieve that shared vision.

### **Healthy and Active Community:**

The Red Wing community should continue to improve and promote healthy living and family wellness for its residents.

### **Quality Land Development:**

Red Wing should place a high priority on promoting high quality land development that promotes redevelopment that is compatible with our community character.

### **Preserve Sensitive Environmental Amenities:**

The Mississippi River is recognized as a priceless and irreplaceable natural and cultural asset. Red Wing should identify what land areas should be preserved and require protection and implement strategies to preserve these natural resources.

### **Quality Educational Opportunities:**

Red Wing promotes exceptional educational opportunities for lifelong learning. We view our educational system as a vital economic, social and community development asset.

### **Think Regionally:**

Red Wing should be considered the gateway to the Lake Pepin region, and should build on the cultural, economic, and natural assets.

### **Support for the Arts:**

Red Wing should continue to plan for and support the development of a wide range of arts and cultural programs and provide facilities that enhance the quality of life and attract new talent to the community.

### **Sustainable Community:**

Red Wing should always consider the long term impact of decision making with an understanding of the interdependence between our community and the natural ecosystem.

### **Embrace Technology:**

Red Wing should be a technologically superior community.

### **Housing Choices:**

Red Wing should offer housing opportunities for a broad range of incomes, lifestyles, and age groups.

## DOWNTOWN VISION

The action plan states, targets, and embraces six main values – to create vibrant gathering places, attractive housing options, thriving commerce, and strong connections that celebrate the experience and foster sustainability. These values are the backbone of the vision Plan and are supported in each of the action steps.

Each strategy and action builds on another. For example, encouraging downtown housing is not only a housing strategy; it will also reduce our dependence on automobiles, which in turn puts more people on the streets and increases the economic vitality of our downtown commerce.

We have also discovered that every smart choice equals one ultimate impact: an improved quality of life. This quality of life includes our economic, social, physical, emotional, and environmental wellness. In the pursuit of this vision, we discover this is the real fight to preserve and sustain our city, in the most literal sense.

In some cases, the key difficulties are administrative; we must achieve a new level of collaboration between City agencies and among the partners in the region. In others, the challenges are market driven; we must strive to see the vision of our long-term future, and approach the vision with patience and perseverance. In some cases, the plan will require substantial resources; and in all cases it will require deep reservoirs of will.

# Establish downtown Red Wing as a premier historic river town

by creating...



**VIBRANT GATHERING PLACES**



**ATTRACTIVE HOUSING OPTIONS**



**THRIVING COMMERCE**



**STRONG CONNECTIONS**

that...



**CELEBRATE THE EXPERIENCE**



**FOSTER SUSTAINABILITY**

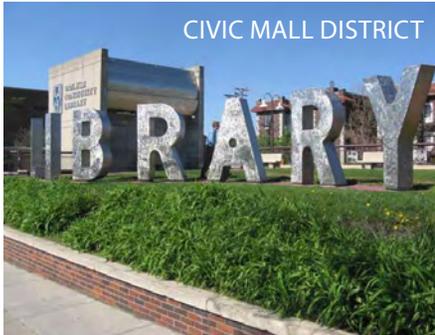
**OUR VALUES**



ARTS QUARTER



MARKET JUNCTION



CIVIC MALL DISTRICT



THE GATEWAY



DOWNTOWN LOOP



ADVENTURE SPORTS



DOWNTOWN RESIDENTIAL

## DOWNTOWN DISTRICTS

A foundational element of Red Wing's vision for downtown is the expression of downtown "districts". The intent of depicting a series of districts that together, make up the full downtown is multi-layered.

- Downtown Red Wing naturally has distinct zones, each with a unique character, set of uses, opportunities, and challenges.
- When marketing downtown, it will be helpful to demonstrate that Red Wing has targeted key business and development sectors.
- A goal will be for residents and businesses to identify with their district and describe it to others by name.
- The establishment of districts offers a chance to create unique design identities with gateway features and streetscape design.

While districts provide a unique focus for each area of downtown, it is important to note that districting is not intended to be exclusionary. For instance the "Arts Quarter" is envisioned to include residential, retail, dining and possibly other uses – the goal is that the district will have an arts focus but not to the exclusion of other opportunities.

**Arts Quarter:** Mixed-use district of residential, retail, dining and office uses with an arts focus.

**Civic Mall District:** Mixed-use district with orientation, views and pedestrian connects to the historic Civic Mall.

**Downtown Loop:** Core, historic downtown with continuous retail street frontage and housing/office above.

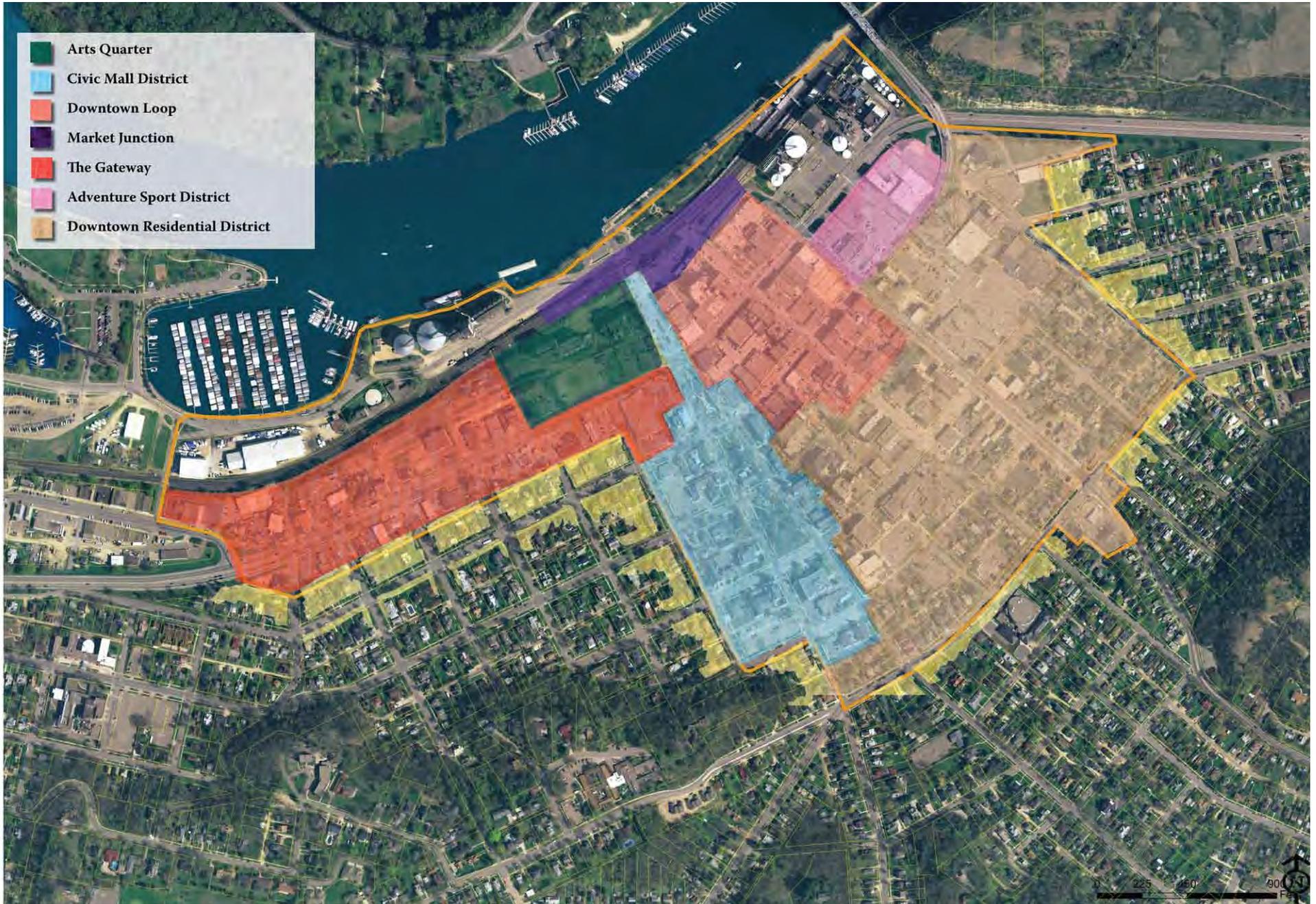
**Market Junction:** "complete street" corridor and historic depot that greets transit and riverfront visitors and hosts outdoor markets.

**The Gateway:** Mixed-use redevelopment district with a balanced auto/pedestrian focus and strong orientation to Highway 61.

**Adventure Sport District:** Redevelopment/Adaptive re-use district envisioned as a retail and outfitting hub for adventure sports.

**Downtown Residential District:** Envisioned as an emerging downtown neighborhood with new in-fill and rehabilitated housing that will attract significant share of future Red Wing housing starts.

Downtown Districts Map  
Figure 3.1





VALUE:  
Create Vibrant  
Gathering  
Places



VALUE:  
Create  
Attractive  
Housing Options

VALUE:  
Sustain Thriving  
Downtown  
Commerce



VALUE:  
Create Strong  
Linkages



VALUE:  
Celebrate the  
Experience



VALUE:  
Launch  
Sustainable  
Innovations and  
Actions

# 4. HOW WE WILL GET THERE

## actions

THE ACTION PLAN DETAILS TRANSPORTATION IMPROVEMENTS THAT WILL TRANSFORM RED WING'S PROSPECTS, INCLUDING PEDESTRIAN AND VEHICULAR CONNECTIONS WITHIN DOWNTOWN, FROM EAST TO WEST, AND FROM THE BLUFFS TO THE RIVER. IT STRIVES TO BALANCE DEVELOPMENT INVESTMENTS, BETWEEN THE COMMUNITY'S FRINGE AND DOWNTOWN. AND, MOST IMPORTANTLY, IT DELINEATES MANY ACTIONS THAT WILL PRODUCE A GREATER DEPTH OF EXPERIENCE IN DOWNTOWN RED WING.



## VALUE:

### Create Vibrant Gathering Places

Vibrant downtowns have a certain “buzz” of human energy. This kind of vibrancy is difficult or even impossible to achieve without outdoor spaces, usually public, for people to gather. Red Wing’s collection of gathering places should be diverse but each should be targeted to reinforce the unique district’s identity in which it resides. Like the rooms of a house, **vibrant gathering places** will work together to accommodate varying occasions and even moods of those who use them. The presence of well designed and well managed gathering places is critical to **attracting people to visit or live downtown**. Red Wing’s objectives to **increase downtown visits** and **diversify the mix of people who frequent downtown** requires the creation of more functional, more inviting and simply more gathering places. Red Wing should expect that investment in its gathering places will leverage other investments like redevelopment and property improvement.



## OTHER RESOURCES

### The Value of Third Places

In *The Great Good Place*, author Ray Oldenburg identifies what he calls “Third Places” as a key to community vitality. Third Places are the places apart from home and work where people can interact with other members of the same community. They are the social experience of cafes, pubs, taverns, coffee shops and the like. The TV show “Cheers” was an example of a vibrant social place. Some City parks function as Third Places. Park and recreation designers should continue to strive to create places that foster community interaction and bring people together.



#### ACTION 1

### Establish Market Junction

We will establish the River Terrace Promenade and the boardwalk of the historic depot as an outdoor market, dining, and visitor orientation venue.

Market Junction is envisioned as a highly flexible, “complete street” environment that stretches from Bush Street past the historic depot to a new patio and street (River Terrace Promenade) beside the Malting Building. This linear space is envisioned to accommodate the routine movement of pedestrians, bicycles, vehicles and possibly a streetcar as well as market events and outdoor dining. The market facilities could accommodate relocation of the existing downtown market or an adjunct to the existing market that has different hours and a tourism focus vs. resident focus.

Market Junction will act as a visitor’s entre... a critical first impression to downtown when arriving via the Cannon Valley Trail, commuter train, boat and streetcar. From the community perspective, it will be a primary amenity magnet (along with an enhanced recreational riverfront) pulling the community across Highway 61 to the riverfront.

It will be important that the design of Market Junction creatively address the multiple uses of the corridor to create a highly safe and functional environment. Of particular note is the need to create safe separation and crossing between the pedestrian spaces and active rail corridor. There are many models to study that do this very thing; the closest to home being the Metrodome Plaza/LRT station in downtown Minneapolis.

Market Junction/Arts Quarter Sketch

Figure 3.2





### ACTION 2

#### Transform Historic Depot

We will transform the historic train depot into a vital, multi-modal (regional trail, commuter train, boat, and bus) visitor arrival hub.

As rail transit and boat docking expand and as the Cannon Valley Trail extends to downtown, the historic train depot will take on renewed importance as a visitor's portal. The depot is envisioned to accommodate the functional needs of transit arrivals/departures as well as its current function as a visitor's center. The depot will also play a key role in the festival atmosphere of Market Junction as a venue for visitor services (restrooms, information, etc.)



### ACTION 3

#### Create Neighborhood Park

We will create a new, dynamic neighborhood park as a focal-point of an emerging downtown neighborhood built in the Residential Mixed-Use District.

Creating essential amenities, especially a park, will be critically important to attracting new and bolstering existing residential development in the few blocks around the Downtown Loop. Neighborhood parks are galvanizing features of emerging neighborhoods and neither the existing Civic Mall nor Levee Park are located or programmed to serve the need. The greatest challenge in creating a new park may be to find the land area on which to build it. The Downtown District Diagram identifies a search area within which potential opportunities can be nurtured – the exact location does not need to be determined with this plan. This park can be established as part of a large redevelopment project.





#### ACTION 4

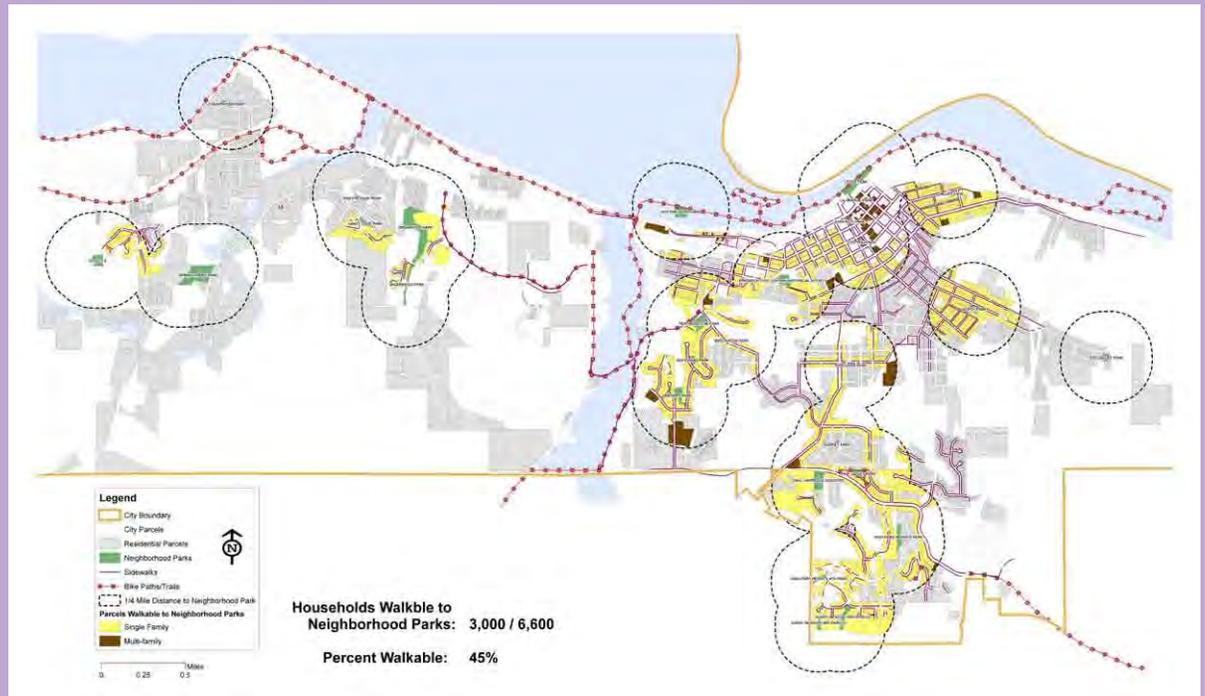
### Program 4 Seasons of Activity

We will supplement the already strong offering of downtown events by creating an outdoor seasonal activity for each season that will attract residents and visitors to downtown Red Wing.

Visitors travel to New York throughout the winter just to skate at Rockefeller Plaza. There is a national pilgrimage to Washington DC every spring to see the Cherry blossoms. Seasonal attractions like these (one for every season of the year) will bolster the Red Wing “brand” and create reasons to visit. They will also offer an active use (skating, walking tour, indoor playground, dog park, etc.) to diversify the reasons to visit and supplement the great events that already happen throughout the year.

## CASE STUDY Walkability to Neighborhood Parks

Walkability, in other words, the presence of walkways and reasonable distances that make walking a legitimate way to get somewhere can be a bell-weather for community livability. There was a time when walkability was inherent to community design; Red Wing’s historic areas are a prime example with 380 foot block patterns and a unique mix of uses. But, walkability is again being demanded by a growing segment of the population. Numerous studies now link the absence of walkability with negative physical health, social and environmental effects. For the Red Wing Comprehensive Plan, walkability was measured in various ways to illuminate the level of walkability and the trend toward or away from it. Walkability was measured between households and neighborhood parks (shown in the map below) and highlight the percent of households considered to be walkable to neighborhood parks.



## CASE STUDY Capturing the Great Outdoors in Lanesboro, MN

Lanesboro Minnesota, located in the heart of Scenic Bluff Country, has truly capitalized on their location. Lanesboro strives to connect their residents and visitors to the natural world around them and markets to outdoor enthusiasts who take part in scenic biking and hiking, canoeing, kayaking, fishing, golfing, birding, and sightseeing.

Retail businesses, from hardware stores to restaurants, are catering to outdoor enthusiasts as well as locals, and have formed an identity for the city that is paying off. The Capron Hardware store stocks many items useful for those away from home as well as those who live in the community. In addition to offering fishing supplies, such as bait and licenses; they also offer bike rentals and cross-country skis. Root River Outfitters, with its suitable location both on the Root River and immediately next to the Root River State Trail, provides all the equipment needed for a fun adventure into the surrounding area. Beyond meeting the adventure seekers retail needs, the city has broadened its services to include opportunities for arts and culture, dining, and historic interpretation.



### ACTION 5

#### Establish Adventure Sport District

We will make Red Wing the gateway to the region's tremendous outdoor recreation by creating an Adventure Sport District as a navigational, outfitting, and retailing hub.

Adventure sports have dedicated enthusiasts that travel to enjoy their sport. Places like Bend, Oregon and Ely, Minnesota continue to add to their adventure sport infrastructure to the point where it drives their local economies. Like great travel destinations everywhere, adventure sport hubs are not only international visitor destinations but are experiencing population growth among enthusiasts that come to know and love the place.

The Red Wing region has the raw ingredients to be a significant hub of adventure sports like mountain and road biking, rock and ice climbing, kayaking, skiing, and even motorcycling. For Red Wing, these pursuits build on the region's natural assets and will diversify the visitor and hopefully resident populations.

The Downtown District Diagram suggests an adventure sport hub could be built around the adaptive reuse of Red Wing Shoe Plant #1. This district is a natural transportation confluence. The historic, industrial nature of the former factory is an exciting reuse opportunity. The "destination" nature of the activity fits well with a location that is adjacent to the Downtown Loop but not within it.





## ACTION 6

### Implement Plans for the Mississippi Riverfront

We will implement the 2005 Riverfront Redevelopment Plan and the 2007 Upper Harbor Master Plan to establish Red Wing's Mississippi riverfront as a recreational and scenic destination.

The Mississippi River is Red Wing's greatest natural asset but maybe its most challenging one. Riverfront plans recently adopted by the City envision how the riverfront can be transformed into a recreational destination in support of the downtown economy and community quality of life. Transforming the riverfront is critical to deepening the experience of downtown and will play a key role in diversifying the population that visits Red Wing.

## Riverfront Redevelopment Plan

Figure 3.3





VALUE:

Create  
Attractive  
Housing Options

The goal of **increasing the number and diversity of downtown living units** is anticipated to be the bellwether of downtown Red Wing's success. Establish a goal of 30% of all Red Wing's new housing over the next two decades to be built within and around downtown. This will improve prospects for each of the other initiatives in this Action Plan.





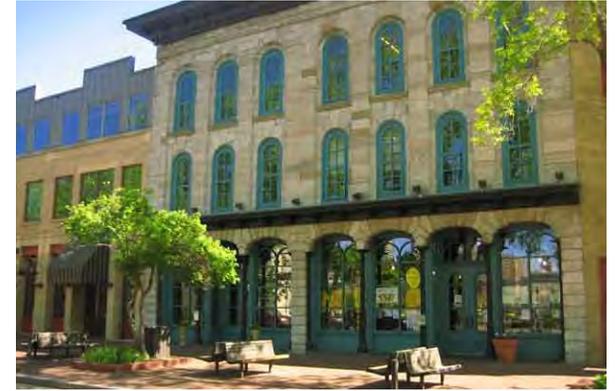
## ACTION 1

### Provide High-Quality Housing Options

We will develop a spectrum of housing types throughout the downtown districts that are in demand by the residential marketplace.

- Upper story lofts, condos, apartments in the Downtown Loop and Adventure Sport District.
- Main and upper story lofts, condos, and apartments in the Arts Quarter and The Gateway.
- Single-family, row houses, condos, townhomes, carriage-house units in Residential Mixed-Use District and Civic Mall District.

To realize the goal of strengthening the downtown residential neighborhood, new housing products must align with current market demands. Whether single-level townhomes targeting active seniors or single-family homes with carriage house units targeting growing families with aging parents or boomerang kids, market alignment is critical. Red Wing is currently conducting a residential market study to better gauge today's residential market demands. This type of study should become a routine activity (either City or developer initiated) to understand how the market is evolving.

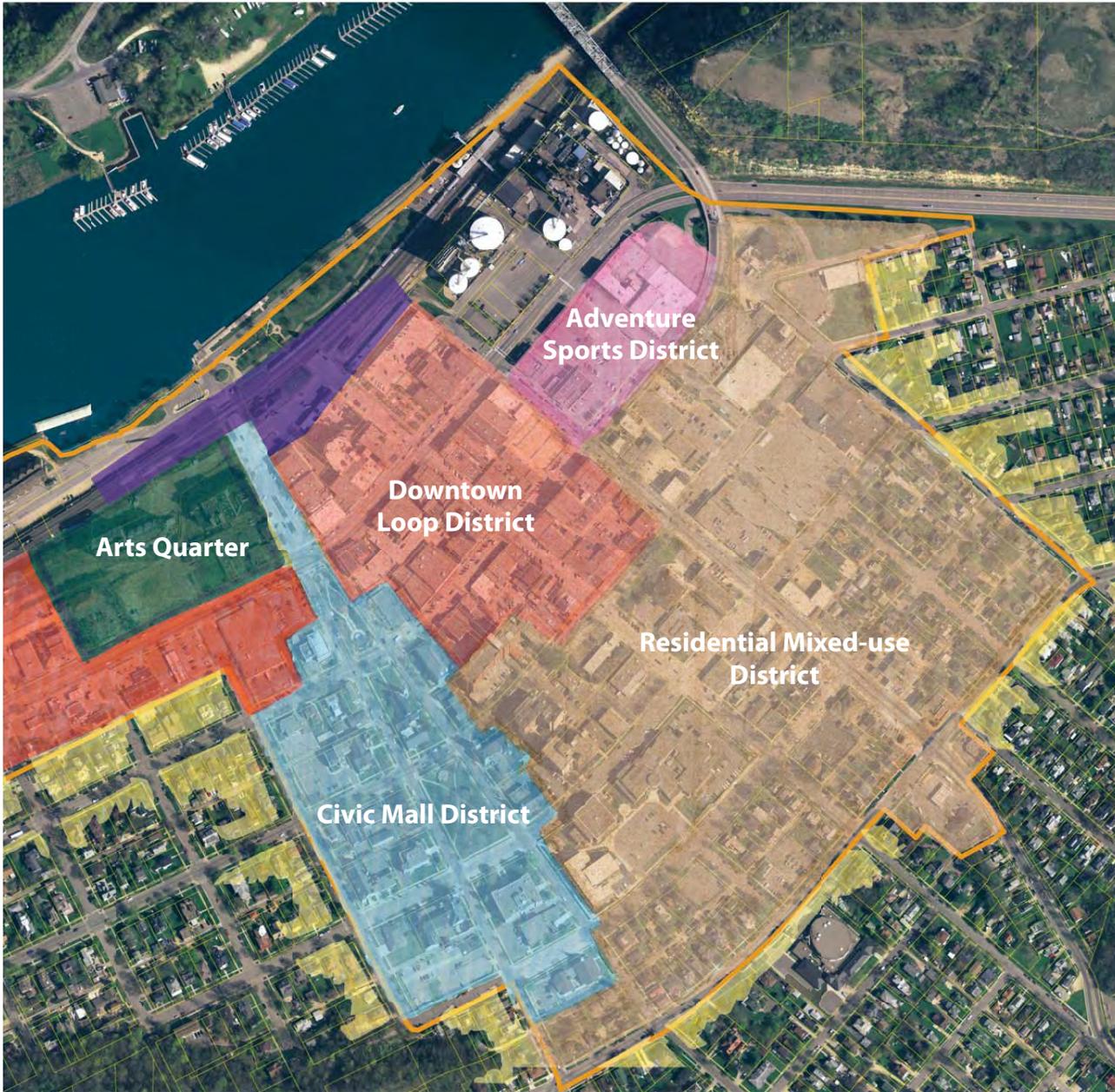


Housing Options for Downtown Loop, Adventure Sports District and Arts Quarter



Housing Options Arts Quarter





Housing Options for Civic Mall District and Residential Mixed-Use





## ACTION 2

### Develop Arts Quarter

We will develop an arts-focused, mixed-use district around adaptive re-use of the Malting Building

Red Wing is gaining increasing recognition as an arts destination both for consumers and artists. Much of the infrastructure needed to support a thriving industry such as an apprentice feeder program (Anderson Center), reasonably priced and unique retail space and housing, and a strong tourist trade is in place. As the arts scene in Red Wing continues to grow, there will be greater need for a variety of art venues but inevitably, a hub of artistic energy and commerce will take hold.

The district around the Malting Building is well positioned to become the Red Wing Arts Quarter. The Malting Building itself is a compelling historic industrial building that could be adapted to lofts, artist's studios, galleries and dining venues. Arts-focused commerce has a strong synergy with the farmer's market, dining and visitor destination activities of the adjacent

Market Junction as well as the outdoor recreation focus of the Mississippi riverfront. And of critical importance, the district is within the convenient walking perimeter of downtown. Although the Arts Quarter should be the focus for arts related uses, art galleries and venues should be encouraged in the Downtown Loop District and the Cultural Corridor District.

Development of an Arts Quarter is certainly one of the more challenging initiatives recommended by this Action Plan. Adaptive re-use of milling buildings is even more difficult and expensive than reuse of other types of industrial buildings. Securing a critical mass of artists with the interest and ability to make the Arts Quarter thrive will also be difficult. It will be important for the community to be patient with the process and work with redevelopment and organizational experts with the vision and fortitude to see a project of this complexity through.

*Access to talented and creative people is to modern business what access to coal and iron ore was to steelmaking.*

*- Richard Florida, economist and author*





### ACTION 3

#### Reestablish Upper-Story Viability in Historic Buildings

We will implement innovative rehabilitation strategies to make housing, office and even retail uses attractive and viable options for upper stories of historic buildings.

RedWing has experienced great success with façade restoration and maintaining a viable downtown retailing environment since initiating their Main Street program. Reestablishing the viability of upper stories of historic buildings has, on the other hand, been more challenging. Like many historic main street communities, Red wing has struggled to fill upper stories with housing, offices or service retailers. Issues like convenient access, climate control, use conflicts, security, and building maintenance all likely impact the situation.

The community has a vested interest in taking steps to identify the market barriers to upper-story viability and establish the public/private programs and tools necessary to overcome them. This will likely include targeted market study and marketing strategy. It will also likely include implementation strategies focused on cross-owner elevator access, comprehensive fire suppression, parking strategies, structural building improvements, and financial incentives.



### ACTION 4

#### Establish Consistently High-Grade Residential Neighborhood

We will make strategic investments needed to raise the consistent quality of downtown residential neighborhoods.

The recently-conducted Housing Market Analysis suggests that the neighborhood surrounding downtown will continue to be a challenging market for owner-occupied housing partly because of the spotty poor condition and suppressed value of some existing residential properties. It is imperative to downtown success that this market barrier be eliminated. Some first-step activities could include:

- Establishing an aggressive housing restoration/rehabilitation program to encourage/conduct reinvestment.
- Residential design guidelines should be expanded beyond historic districts that encourage reinvestments according to traditional residential character.
- Performance benchmarks should be determined.
- A multi-year action plan should be developed.



### ACTION 5

#### Enhance Residential Amenity Package

We will invest in key amenities sought after by residential buyers/renters in order to attract development and enhance the quality of life in downtown neighborhoods.

The recently-conducted Housing Market Analysis suggests that the neighborhood surrounding downtown will continue to be a challenging residential market partly because the existing neighborhood amenities are not strong enough to attract investment. It is imperative to downtown success that this market barrier be eliminated. Some first-step activities could include:

- Targeted neighborhood amenity investments such as a new park, enhanced streetscapes, better pedestrian links, and reestablished river/bluff views should be determined.
- Performance benchmarks should be determined.
- A multi-year action/capital investment plan should be developed.





## VALUE:

### Sustain Thriving Downtown Commerce

In many ways, thriving commerce is the ultimate measure of success for downtown Red Wing. Communities are in a unique time of transition as society trends toward “walkable urbanism” — places with convenient mixes of shops, homes, parks and entertainment. This trend is good for downtown and creates opportunities to **fill gaps in retail street frontages** and **create a vertical mix of uses**. Over time, small investments will add up to private sector success as measured by an **increase in the retail trade “pull factor”** and public sector success as measured by **increased tax base**.





Current under-utilized land in downtown Red Wing above. At right, precedents for developing a continuous building edge while retaining parking within, below, or behind a structure.



### ACTION 1

#### Redevelop Under-Used Land

We will redevelop parcels in the Downtown Loop that are vacant or surface parking lots as retail/mixed-use projects.

The vitality of downtown rests in part on the round-the-clock presence of downtown residents. Redeveloping under-used land in the downtown loop to retail/mixed-use development will improve the visual character, comfort, and convenience of the downtown's pedestrian environment, thus increasing the presence of downtown residents. Redeveloping vacant parcels and surface parking lots has profound effects, including higher tax revenues, lower municipal costs, and reconciled environmental and public health related matters.

Currently in downtown there are numerous large surface parking lots that anchor the corners of important retail intersections in the Downtown Loop District. These surface parking lots can be redeveloped in a manner that re-establishes a continuous building edge and storefront along the street, while also providing for parking needs either on the inside of the block, or above/below the ground floor level.

Larger redevelopment projects require some form of site control in order for housing, commercial, and mixed use developers to become interested in making investments. Establishing site control of a few key sites will be an important early step in implementing the plan. Site control does not have to mean acquisition prior to development commitments. It can include options, purchase agreements, and land owner partnerships.



### ACTION 2

#### Establish Continuous Retail Frontage

We will establish design criteria for the Downtown Loop that limit use of street-level front facades to retail only.

Street-level retail in downtown centers and district centers, especially corner sites, are considered pivotal in creating a sense of vibrancy; the nature of the use of ground floor retail units will be required to reflect this in the design of their frontages, the use of the premises, and where feasible their hours of opening. Good shop front design makes a valuable contribution to the environmental quality of shopping areas. The ground level retail and commercial uses should include at least 60% of the storefront area in transparent windows or doors. Structures located adjacent to public streets with parking in back should have customer access from both sides of the building, and the primary storefront window area should be on the street side.





### ACTION 3

#### Develop The Gateway District

We will establish the Highway 61 corridor at the western fringe of downtown as the Highway 61 Commercial Gateway District with unique design guidelines, streetscape enhancements, and access management.

Highway 61 is the primary entry corridor and gateway into Red Wing. Linear commercial development along Highway 61 continues to be built along the corridor making the creation of consistently positive character ever more challenging and important. The gateway to the highway 61 commercial district should visually, through the use of landscape treatments, site furnishings, and signage; announce the entry or passage into this distinct district. In order to avoid a cluttered appearance, directional signs should be consolidated, the style and color of light standards and furnishings should be coordinated, and the scale of the gateway elements should reflect the existing materials, forms, and massing.



### ACTION 4

#### Preserve Main Street Storefront Viability

We will work with MN/DOT to calm traffic on Main Street, preserve on-street parking, an appealing pedestrian streetscape and safe pedestrian crossings, and add wayfinding signage and bicycle facilities.

A quality place for people is a fundamental part of a successful downtown; and an essential component for storefront viability. Improvements in the visual character, safety, comfort, and convenience of the streetscape in the Downtown Loop District will have to come at some expense to vehicular traffic. Today the quality of the downtown streets as a place for people is threatened by the magnitude and speed of the downtown traffic. Downtown Red Wing must provide on-street parking where possible, design safer pedestrian crossing; and design streetscape improvements which provide adequate walkway widths with canopy trees, clear signage, and lighting to encourage pedestrian activity. Most importantly, the preservation of Main Street storefront viability will require coordination and collaboration with MN/DOT to calm traffic and make the compromises necessary for the successful integration of pedestrians and vehicles.





## VALUE:

### Create Strong Linkages

Red Wing has tremendous economic, cultural, recreational, and scenic assets; but they are often thought of as a collection rather than as an interconnected system that serves the community. In order to be a truly desirable community to live and visit we must **create a multi-modal network of transportation** that prioritizes environmentally sustainable and health conscious modes of transportation first.

Highway 61 is crucial to the commercial viability of downtown Red Wing but is currently a barrier to the city's premier scenic and recreational asset – the Mississippi River. It is critical to link Red Wing's historical and cultural assets of the downtown loop district with and natural resources of the Mississippi River. Water has a powerful ability to instill a strong sense of place and community. In order to link residents and visitors with the natural setting of Red Wing, we must **connect downtown to the River**.





#### ACTION 1

### Improve Pedestrian Crossings of Highway 61 & 58

We will improve pedestrian crossing at each intersecting street with innovative crossing solutions.

Highways 61 and 58 are crucial to the commercial viability of downtown Red Wing but they are also barriers to pedestrian movement. Street crossing improvements such as curb bump-outs, count-down crossing signals and others should be studied and implemented where appropriate to improve pedestrian safety and comfort. The improved crossings should also embrace increased greening of the streetscape, including more street trees as measures to reduce the urban heat island effect and provide shade for pedestrians.

Since the Minnesota Department of Transportation intends to replace traffic signals in the Downtown in 2011, there is an opportunity to address actions in the short term that relate to providing improved access across Highway 61 (Main Street) and to provide improved pedestrian access to the Riverfront.



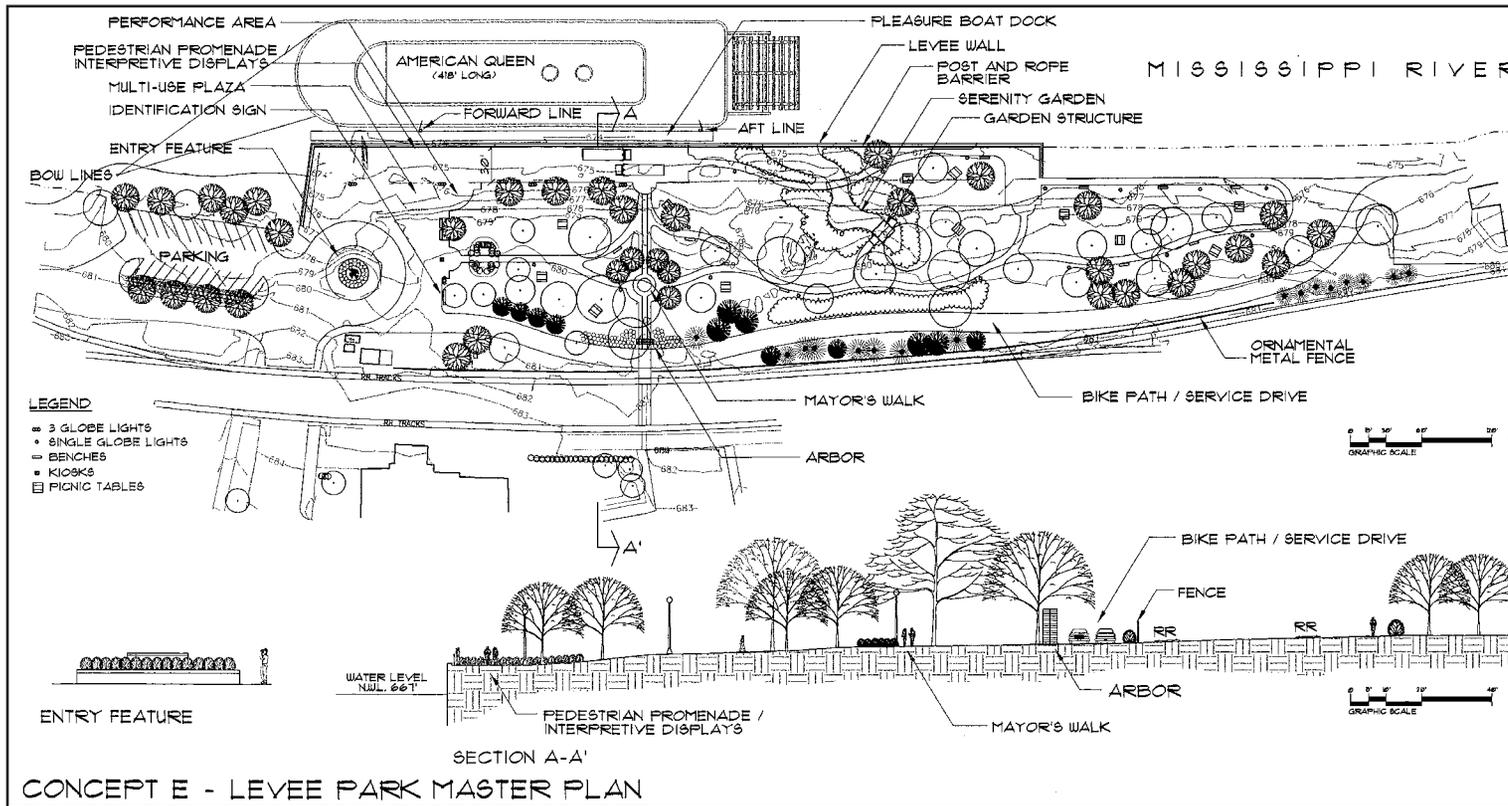
#### ACTION 2

### Connect Pedestrians to River

We will enhance the pedestrian streetscape of Broad Street and develop it as the primary pedestrian connection to the riverfront.

Today, the visual and pedestrian links are weak between Red Wing's historical and cultural core of the downtown and the city's premier scenic and recreational asset – the Mississippi River. Broad Street is the best opportunity to reestablish this important connection. This can be accomplished with a modified street design that accommodates the vehicular traffic needs of the street but enhances the streetscape character and pedestrian facilities. An enhanced Broad Street streetscape would establish a much better flow between the Downtown Loop and Market Junction – two strategically important districts to the future of downtown.





Riverfront Trail Design Phase 1 (completed by SEH)

Figure 3.4



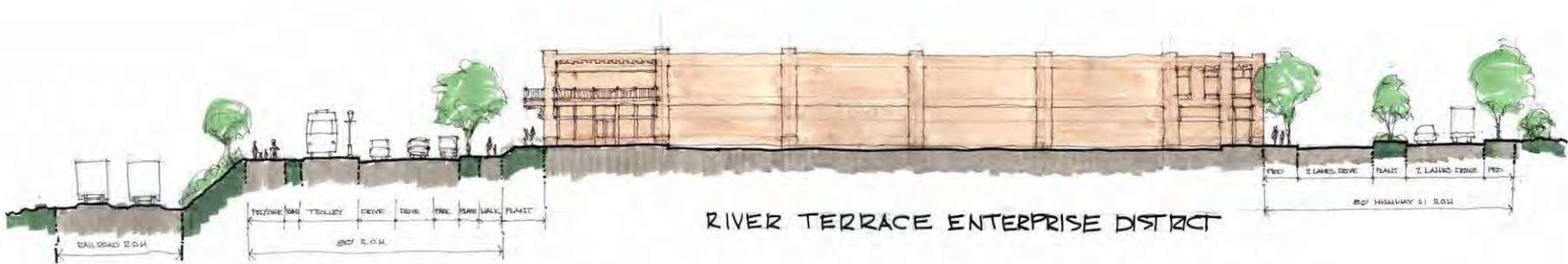
### ACTION 3

#### Provide Downtown Boat Parking

We will add transient boat docking slips at the terminus of Broad Street, near the historic depot, to create parking for boat traffic.

The Mississippi River is a unique treasure of the city. People are attracted to water and to rivers specifically and desire ample opportunity to recreate along its shores or travel on it. Currently downtown Red Wing has missed an opportunity to capture this clientele and provide services for them in downtown. We will add transient boat docking slips at the terminus of Broad Street in order to provide an opportunity for those using the river for recreation and transportation to easily access the services and amenities that downtown Red Wing has to offer. This will also bring life and vibrancy to the downtown riverfront.





#### ACTION 4

### Link the Depot and Old West Main

We will consider building a “River Terrace Promenade” as a multi-modal street linking the depot with Old West Main.

Redevelopment of the Old West Main area can provide better connections to the Riverfront and Downtown. The example imagery suggests the idea of creating a riverfront road adjacent the railroad tracks and opening up sightlines to the River Valley from redevelopment in the Old West Main Activity Center. The Old West Main area, which stretches along the railroad lines from Broad Street to the Pottery District, contains a significant amount of historical identity, historical structures, and historical businesses; and most significantly, overlooks one of the greatest views in the region. The multi-modal link between Old West Main and the depot will celebrate Red Wing’s history; spotlight the city’s beautiful setting on the banks of the Mississippi River; and create a vibrant gathering place where people can ride, walk, bike, stroll, or ramble along the street juxtaposed between the historic charm of the built environment and the commanding beauty of its’ natural setting.



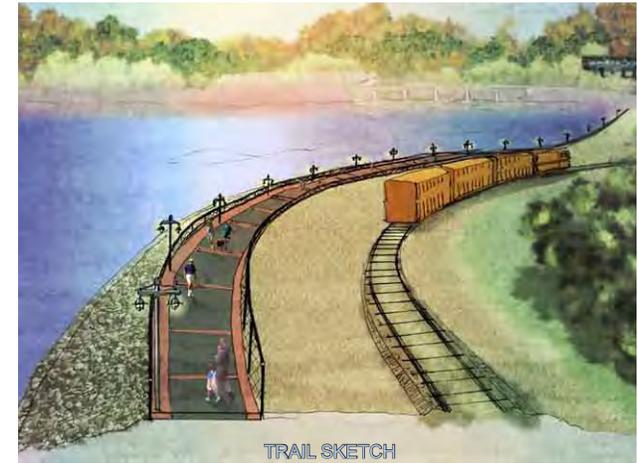
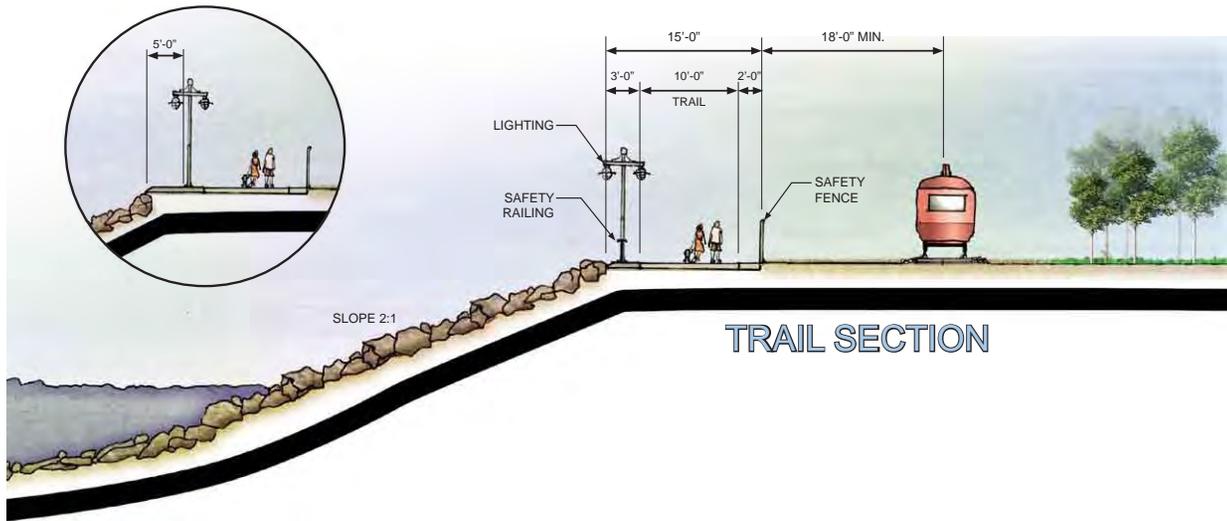
#### ACTION 5

### Build Multi-Modal Transit Infrastructure

We will promote the Red Rock commuter rail line and build local transit infrastructure to promote the use of transportation alternatives.

Commuter rail is passenger train service that operates during peak travel times on existing freight railroad tracks. Trains typically run inbound to the city center in the morning and outbound to suburban areas in the evening. Long-term plans for implementing commuter rail in the Corridor are underway, as well as short-term plans for improving transit services and building a strong base for transit use. A service between the Twin Cities and Red Wing could be designed as an every-day service, alternatively it could be established, possibly as the first phase of a long-term program to for inter-city service, as a “weekend and holiday only” recreationally-oriented service, perhaps with two round trips per day complementing the existing daily Amtrak Empire Builder service. The Red Rock commuter rail line would offer multi-modal transit opportunities for residents that would increase their opportunities to travel more sustainably.





### ACTION 6

#### Develop Riverfront Trail

We will construct a continuous riverfront trail from Colvill Park to Baypoint Park.

We will construct a continuous riverfront trail from Colvill Park to Baypoint Park. The Mississippi Riverfront is the gem of the city's park system. The riverfront is the prime attraction and plays an important role in tourism and economic development. Connecting Bay Point, Levee, Barn Bluff, and Colvill Parks with a trail is a key step to providing active living opportunities for Red Wing residents. Trail connections, utilizing sidewalks and bike lanes, to connect neighborhoods and business districts to the riverfront trail should also be further developed.

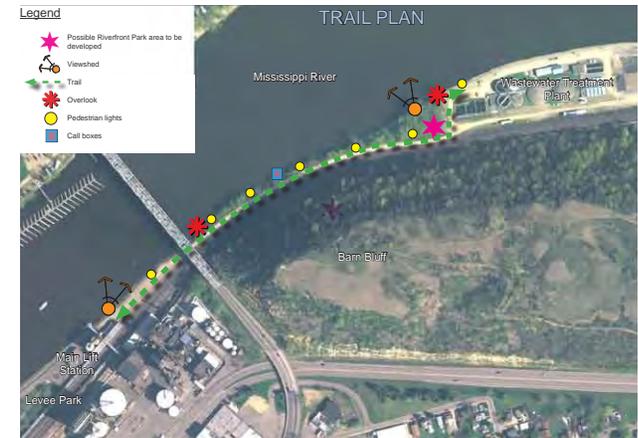


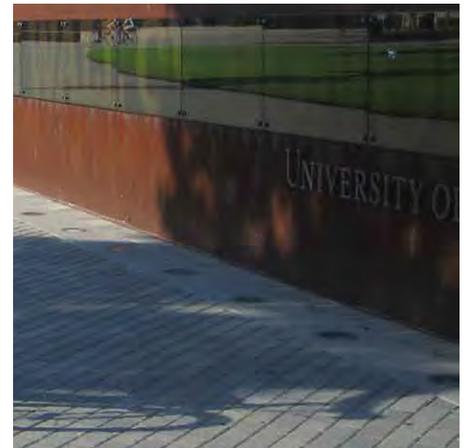
### ACTION 7

#### Rebuild Jordan Court

We will create a vibrant pedestrian link between 3rd and 4th Streets through Jordan Court.

Jordan Court, situated between 3rd Street and 4th Street, provides a valuable linkage through downtown and successfully brings residents and shoppers closer to the River. We will work to make Jordan Court more than just a linkage. Jordan Court has the potential to serve as both a place of movement as well as rest. Re-design and improvements to the existing space will make Jordan Court an attractive gathering place that also connects the city.





## VALUE:

### Celebrate the Experience

The collection of experiences we have in a place determines our lasting perception of it. A place that is thoughtful and deliberate about the experience it provides will leave a memorable and positive impression. Think of the simple example of walking along a mature, tree-lined street. The image has become a symbol or Americana because we all know the comforts street trees provide. Take this experiential example and in a deliberate way, multiply it across downtown Red Wing to **reinforce downtown's district identity** and historic character and enhance every aspect of the visitor's experience – that is what is meant by "celebrating" the experience.

With such a tremendous historic character and natural setting, Red Wing can create an enviable experience. On the other hand, creating a great experience takes constant care. In Red Wing's case, there is need clarify and simplify **downtown navigation** especially to **public parking**. There is also an opportunity to **promote walking and biking** as a great way to reduce traffic and see the community from a unique point of view.

*"The sign of a great state or a great city is the strength of its cultural life"*





### **ACTION 1**

#### **Construct District Gateways**

We will give special streetscape treatment to gateways or thresholds between downtown districts.

Gateways provide a unique sense of transition, identity, and anticipation. They should relate to the district's unique function, character, and features. Gateways should be identifiable through the use of public art, landscaping, signage or other features. These design elements can quickly build a sense of place and define a quality that visitors can easily relate to and identify with. You will know Red Wing has created successful gateways when they become the landmarks by which people give directions.

Downtown District Gateways Map  
Figure 3.5





## ACTION 2

### Create Character-Filled Streetscapes

We will preserve and enhance pedestrian-orientated streetscapes throughout all downtown districts.

The street is arguably the most important character element a city has. Occupying the most space within the public realm and serving as the movement corridor, streets have the greatest impact on how we perceive the urban environment. Streets can and should promote walking, preserve views, maintain the urban forest, accommodate parking, and of course, move traffic.

Red Wing has an opportunity to enhance streets in a couple of ways. 1) On all downtown streets, create comfortable and character-filled pedestrian corridors that promote walking and social interaction. The simplest things like healthy trees, well-repaired sidewalks, a grass boulevard and decorative street lighting can be the core design palette. More pedestrian-intensive districts should have a greater degree of amenity like furnishings, specialty paving, banners and public art. 2) With a unified streetscape character as a baseline through all of downtown, diversify some set of elements within each distinct district such as use of color, fence styles, signage, and gateway design. This subtle change will let people know they have entered a different district with its own unique identity.





### ACTION 3

#### **Incorporate Public Art**

We will integrate public art into public spaces that will serve as way-finding elements and focal points that enhance the district's identities.

Envisioning downtown Red Wing as a bustling mixed-use center with diverse dining and entertainment options and a robust tourist economy still requires a little imagination. A busy highway isolating attractions from each other and large surface parking lots anchoring the corners of vital commercial intersections are apparent challenges yet to be met. To help overcome these and other challenges, the city of Red Wing identifies the use of public art, to enhance District identity and foster pedestrian activity, as a priority action. Public art works can include street furniture, decorations, paving and landmarks, and may take on many forms, including sculpture, decorative ironwork, mosaic flooring and murals. The primary purpose of public art is to bring art into everyday life, to energize public spaces and to arouse society's thinking and imagination. The city will develop a plan for public art as way finding tools and recommend an implementation, funding, and phasing plan.

#### **CASE STUDY** **Benefits of Public Art in Oregon**

Culture and the Arts are a powerful economic force, and act as a magnet for tourism. Even more important, they help educate and inspire our citizens and stimulate creativity in the workplace and in our schools. Communities that are committed to providing opportunities for experiencing art are considered more livable because they are attractive to businesses and industry and they offer a higher quality of life for residents. Higher levels of art participation change the social environment of a neighborhood fostering a sense of collective efficacy.



Let's look to Oregon, where more than 400 nonprofit arts organizations around the state contributed \$100 million in direct spending and more than \$262 million in overall impact to the state's economy in fiscal 2000. Oregon's nonprofit arts sector grew by nearly 19% in three years and attracted more than 5.6 million people, making it a vibrant industry and major contributor to the cultural life of the state.

##### **Job Growth:**

Oregon's broad range of cultural activities has also supported rapid growth in such creative-services industries as advertising, public relations, website design, filmmaking, and commercial art ventures. The Shakespeare Festival brings more than \$32 million into Ashland's economy each year, and helps make the city an educational center.

##### **Community Support:**

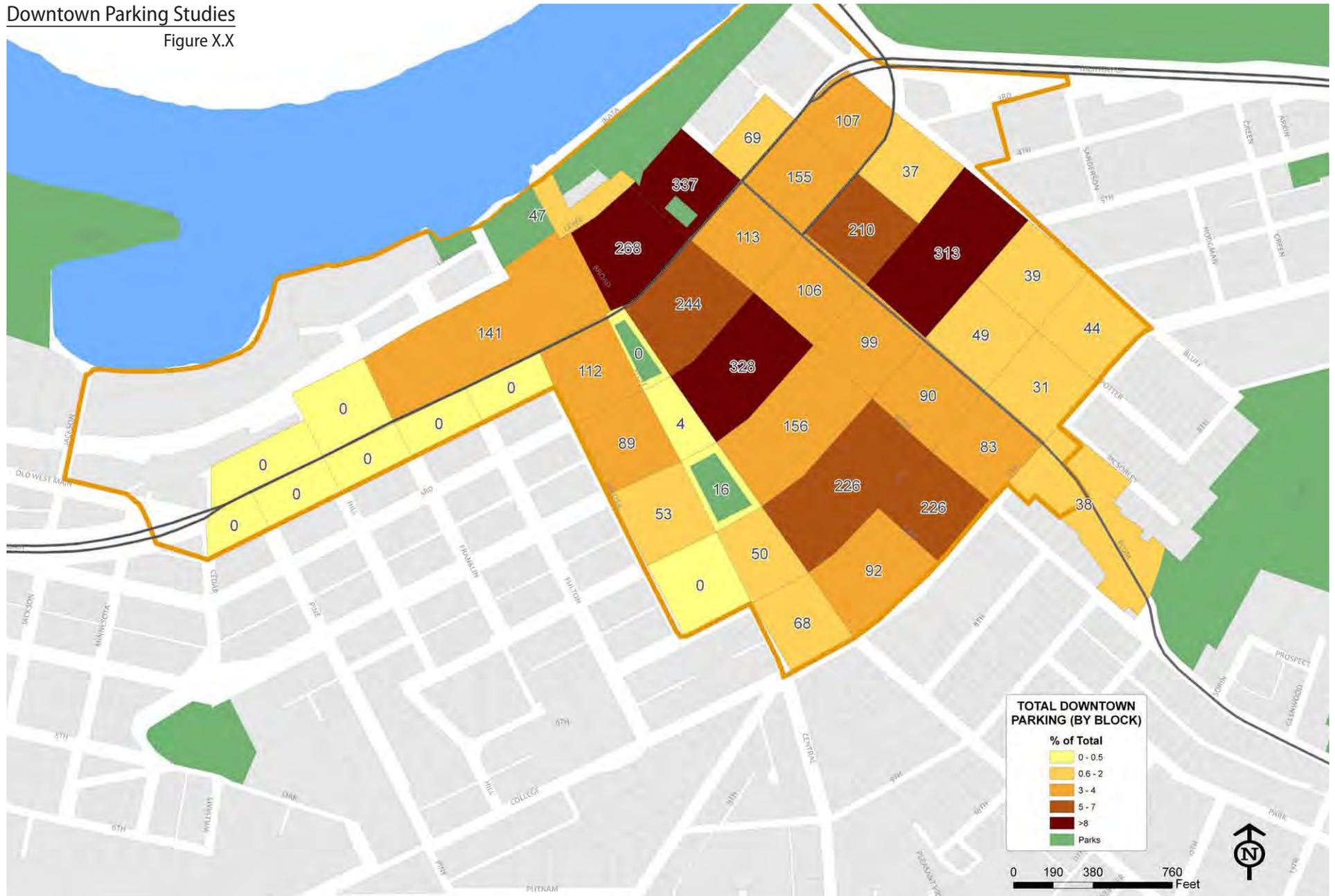
Although their state funding for the arts is among the lowest in the nation, Oregon's private donors have increased their giving to the arts by 94% since 1997. In addition, Oregon's citizens donated more than 700,000 hours of volunteer time, and more than \$5.2 million of in-kind support to nonprofit arts groups in fiscal year 2000. A combination of public support and private funding is considered critical to sustain statewide cultural activity.

##### **Tourism:**

Tourism is strongly linked to art--art activities are believed to stimulate tourism in a community, and vice versa. Art-related tourism generates extra visitors and revenue, attracts high-income consumers, extends the tourist season and is a "green" form of the industry (Hughes, 2000). In this way, art-related tourism is believed to contribute to the regeneration of cities. Revitalization efforts have increased in many cities, including Atlanta, Chicago and Philadelphia, because of the strong presence of art opportunities in relation to other factors such as ethnic diversity.



Downtown Parking Studies  
Figure X.X





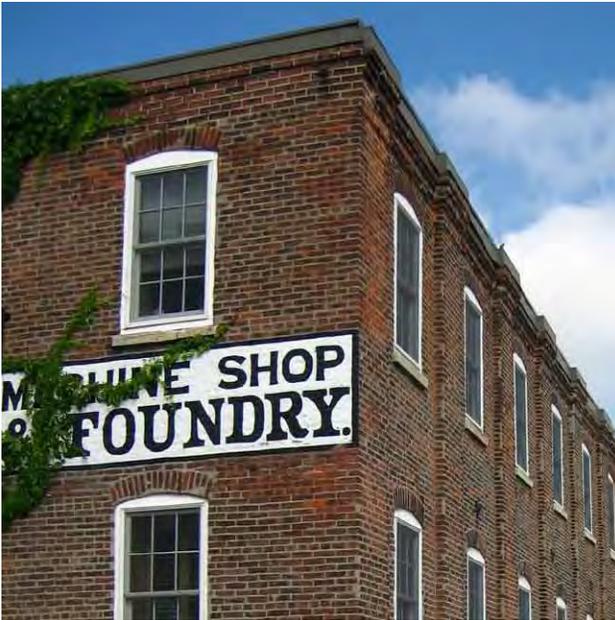
#### ACTION 4

### Enhance Downtown Parking

We will enhance the placement, advertisement and way-finding of downtown parking.

Accessible, safe, and adequate parking is critical to a successful downtown district—especially when commercial and residential. On-street parking is the backbone of a downtown parking strategy. It will be important for Red Wing to better advertise and map off-street parking facilities and strategically place new parking so it meets the demands of future development. It will also be important for Red Wing to establish policies to utilize existing parking in the most efficient way possible and to identify ways to make parking more sustainable.





### ACTION 5

#### Preserve and Enhance Historic Architecture

We will enhance storefronts and building facades so they are historically accurate, inviting, and interactive with the street life.

Although building facades are typically private, they perform a public function by establishing street edges. This makes the character of building facades critical to our feeling of comfort in a street environment as well as the image and identity projected by a community. Red Wing has a long history of beautifully restoring historic facades in the Downtown Loop. In the future, when new development will be more prevalent, it will important to compliment (without copying) the traditional character of Red Wing's historic districts. Since redevelopment is anticipated in non-historic districts, a unique design palette should be established for those districts by creating separate design standards either through form-based zoning or design guidelines.



### ACTION 6

#### Promote Cycling

We will pursue strategies to encourage the growth of cycling across the city

Cycling offers an enjoyable, environmentally-friendly and space-efficient way to travel. More and communities are embracing cycling as an emission-free, low-cost travel mode that promotes a healthy lifestyle. Red Wing's natural setting, historic character regional trail links make cycling a natural fit. In addition to the facilities, an educational and promotional program should accompany the cycling effort to attract cycling enthusiasts and address safety and traffic issues.



### ACTION 7

#### Establish New Design Standards

We will establish design standards throughout the downtown district to promote consistently high quality and character-filled development.

There are building design standards that ensure quality building development within the downtown and civic mall historic districts. There is a need to quickly establish building design standards in the balance of the downtown project area that will support the vision of the Downtown Action Plan. The Planning Commission has been working on an amendment to the zoning regulations over the past two years and is ready to proceed. The new design standards should be implemented in tandem with the availability of financial assistance and a design guideline booklet.



## OTHER RESOURCES Cycling Framework

Bike Design Guidelines have been created to provide a foundation for describing potential treatments within a bikeway network. A bikeway is a combination of bike routes, bike lanes, off-street trails and bike boulevards that provide continuity to a bicycle network. A viable bikeway network also includes a series of support facilities, such as bike lockers, landscaping and way finding signs. These amenities and others contribute to the overall enhancement of a bikeway. Below are some examples of these treatments:

An off-street trail is completely separated from the roadway. These routes have been known for their recreational purposes, but in recent years they've become increasingly popular for bicycle commuters. They offer safe, scenic and long-distance routes with little or no interaction with motor vehicles. Off-street trails also enhances the livability and walkability in our neighborhoods.



Signage is one of the most cost effective tools to indicate the presence of bicyclists and pedestrians. In most cases, the design of bicycle and pedestrian routes require signage and pavement markings for preferred treatments. In recent years there have also been innovative devices to help increase the visibility of signs. Reflected materials have been applied along with flashing lights, beacons and solar power lights. These devices offer alternative methods to the traditional sign to increase the awareness of pedestrian and bicyclist routes.

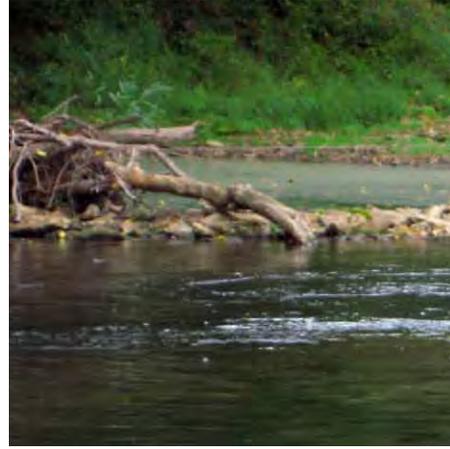


A dedicated bike lane uses pavement markings and signage to indicate the bike lane is solely for bikers. Dedicated bike lanes can be designed to work in a variety of conditions. Dedicated bike lanes are commonly used in urban environments, where there is a higher demand for bicycle treatments. They also work well in environments where there are right-of-way constraints or on-street parking.



Support facilities are a key component to making a bus stop, bike route or transit station attractive for the user. One way in achieving this enhancement is providing storage facilities. Storage facilities are a common amenity that provides convenience and flexibility for bicyclists. Some of the more common storage facilities used today is bike racks and bike lockers. The bike rack is fairly inexpensive to purchase and can





## VALUE:

### Launch Sustainable Innovations and Actions

We must always make it sustainable. Every capital investment should be viewed through the lens of economic, environmental, and social sustainability. Evaluation and project modification from these points of view will make investments smarter and **help leverage other investments**. As Red Wing evolves, activities should strive to **exemplify environmental leadership** while **making life cycle and operational costs sustainable**. **Streamlining downtown's organizational structure** will serve to **enhance business and development opportunities**.

*Sustainability means making choices -- economic, environmental, and social choices -- with a view to the best long-term future.*



## CASE STUDY

### The National Main Street Program

The Main Street Four-Point Approach is a community-driven, comprehensive methodology used to revitalize older, traditional business districts throughout the United States. It is a common-sense way to address the variety of issues and problems that face traditional business districts. The underlying premise of the Main Street approach is to encourage economic development within the context of historic preservation in ways appropriate to today's marketplace. The Main Street Approach advocates a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership, and a sense of community.

The Main Street Four-Point Approach is a comprehensive strategy that is tailored to meet local needs and opportunities. It encompasses work in four distinct areas — Design, Economic Restructuring, Promotion, and Organization — that are combined to address all of the commercial district's needs.



#### Design:

Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging compatible infill, and developing sensitive design management systems. An inviting atmosphere,

created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer.

#### Organization:

Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process.



#### Promotion:

Marketing the traditional commercial district's assets to customers, potential investors, new businesses, local citizens, and visitors.

Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district.

#### Economic Restructuring:

Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs.



## ACTION 1

### Expand the Role of the Main Street Organization

We will strengthen the Red Wing Main Street organization as the primary champion of downtown Red Wing.

Red Wing has several agencies such as the Port Authority, HRA, HPC and Community Development plus organizations like the Chamber of Commerce and Arts Commission with varied interest in downtown. A strong Red Wing Main Street organization with agency, business, resident and special interest representation can oversee implementation of downtown initiatives and serve as the "keeper of the vision" established by the Downtown Action Plan.

Regarding funding, most local Main Street programs have a combination of financial support including membership dues, local government support, grants, private donations, and earned income related to promotional events. Many Main Street Programs also have established a district-wide special assessment that supports the activities of downtown revitalization. In Minnesota, these districts are known as Special Service Districts.

First-step activities could include:

- Restructure Main Street Executive Board and committee make-up
- Establish comprehensive and sustainable funding strategy
- Explore the creation of a special service district
- Prepare yearly action plans
- Hire an experienced, visionary and engaging executive director
- Provide an organizational approach to tourism services

- Establish a business recruitment/retention program
- Create web-based downtown property search engine
- Establish formal “Main Street Community” status from the National Main Street Center



### ACTION 2

#### **Streamline Regulatory Procedures**

We will clarify the roles of various agencies with authority over downtown and amend regulatory codes/procedures to attract desired businesses, development and developers.

Having several agencies with authority over downtown can be both good and bad. It broadens the vested interests in downtown. It also makes development and business operation procedures confusing and potentially arduous. It will be critical that Red Wing strike the appropriate balance between regulation and business-friendliness. More importantly, procedures, contacts and expectations need to be clear when developers and business owners are pursuing downtown investments.

Work should begin soon to bring the City’s land use regulations into conformance with the Downtown Action Plan. When developments are proposed to uphold the vision expressed in the Action Plan, their regulatory procedures should be expedited to the extent possible.



### ACTION 3

#### **Create Downtown Conservancy**

We will establish a fund-leveraging entity with the sole purpose of funding and advocating for downtown investments.

The creation of conservancies is a growing trend throughout the County. Conservancies fund and sometimes manage critical amenities like parks, historic sites, and habitat areas. Red Wing already has a long history of community foundations but none that are solely focused on downtown. The presence of a downtown conservancy could leverage outside grants and infrastructure/operational funding. A downtown conservancy could also play a critical advocacy role in preservation, investment and operational decisions related to downtown amenities.



### ACTION 4

#### **Use Redevelopment and Rehabilitation Finance Tools**

We will maintain existing public finance tools and establish appropriate new ones that enhance the viability of downtown as a private investment option.

Red Wing has made wise use of redevelopment finance tools such as Tax Increment Financing, block grants, MHFA funding, tax abatement, etc. The City should use the priorities of the Action Plan as a guide for implementation of future finance tools. Carefully considering the use of every available finance tool will be critical to overcoming the challenges of downtown redevelopment.

- Streamline and promote financial incentive programs administered by the Port Authority, HRA and other agencies.
- Establish criteria for the use of Tax Abatement and Tax Increment Financing to reassure the development community about when and where the City will use them.
- Open greater dialogue with Goodhue County about partnership opportunities and common development goals.
- Evaluate new funding sources or the creation of a local development fund that would provide additional financial resources.





### ACTION 5

#### Establish Performance Targets

We will establish a spectrum of performance measurements and create an auditing tool to regularly measure downtown's performance.

How do we know if downtown is succeeding? What constitutes success? Today, there are few measurements and essentially no auditing tools in place to help answer these questions. Collecting data and regularly measuring key economic and sustainability indicators is a critical strategic tool in evaluating where downtown is thriving and where work is needed. In addition to understanding success, a performance audit will also assist in communicating downtown needs, competing for grants and combating misinformation.

Performance targets could be established for short to long-term timeframes. The effort will require collecting, interpreting and presenting key economic and sustainability indicators in new ways that tell the story of downtown Red Wing's progress. Measurement targets could include:

- Ratio of new households created in the downtown districts compared with full community
- Changes in:
  - Number of households/businesses
  - Attendance at key venues
  - Employment
  - Retail trade
  - Rents
  - Property values
  - Visitorship
  - Energy consumption
  - Water consumption
  - Stormwater discharge



### ACTION 6

#### Adopt Sustainable Development Benchmarks

We will adopt sustainable development benchmarks such as LEED or B3-Minnesota Sustainable Building Guidelines for downtown development.

The sustainable development industry is experiencing explosive growth and sustainability criteria continue to become more comprehensive and more ingrained in our cultural values. Downtown Red Wing has an opportunity to positively impact the environment as well as capture sustainability as a market differentiation that will appeal to a growing set of businesses and customers.

### CASE STUDY

#### Green Water Solutions

The goal of stormwater management in downtown Red Wing is to go beyond non-degradation standards and enhance the area's surface and groundwater. The goals are to preserve high water quality and regulate water movement, as well as recharge groundwater, reduce irrigation, and create a more diverse ecosystem.

The systems should focus on natural and passive measures wherever possible. The location of each system should be based on its environmental, aesthetic and functional context within downtown. The recommended stormwater program for downtown may use these systems separately, or together as needed.



### Bioswales and Rain Gardens

Bioswales are planted areas that collect and slowly convey surface runoff, thereby allowing it to percolate into the soil, where it is stored and filtered. Bioswales are typically coupled with a storage facility such as a constructed pond or wetland and often overflow during large storms. Rain gardens areas employ the same concept as bioswales: to collect and filter rain water through a combination of vegetation and soils. However, instead of immediately conveying water away from a given site, rain gardens contain the water to provide for on-site percolation. Because bioswale and rain garden areas are often located near parking and roadways they can be useful for winter snow storage. However, care must be taken to avoid damaging plantings vital to their stormwater management function.



### Cisterns

Cisterns function to collect and store stormwater for reuse in various applications. Cisterns may be installed above or below ground, and may collect water from all types of surfaces including roofs and pavement. The most common application is for irrigation, but water collected in cisterns may be used in untreated form in any application where non-potable water is permitted. Alternately, cistern water may be treated for indoor use.



### Green roofs

Green roofs are instrumental in collecting and filtering stormwater for later use. Additional benefits include increased energy efficiency, a reduction of the urban heat island effect, the creation of attractive green spaces for residents, and the potential to utilize more productive land in dense areas. Green roofs may be used on any flat or gently-sloped roof in the community. However, they may be particularly useful in association with multi-family housing where outdoor space is at a premium.

### Surface Chambers

Utilizing the same water storage concept as cisterns, subsurface chambers provide storage for large volumes of stormwater, which may be collected from roofs, parking lots, or other hard surfaces. The chambers can be constructed of various materials (e.g., plastic cylinders and culverts) and are typically installed in a gravel bed. This design can provide structural support for parking lots or passive irrigation of athletic fields. The chambers can be connected, designed to slowly release water for later use, and to keep the rooting zone of turf moist (a type of passive irrigation).

### Porous Pavements

The use of pervious concrete and asphalt allows for the creation of hardscape areas, including driving surfaces that filter stormwater and allow it to infiltrate. Winter maintenance considerations are important in selecting locations for this type of hardscape. Traditional methods of ice and snow melting such as sanding and salting can sometimes be detrimental to porous pavements. When used in areas maintained by municipalities the costs of alternative maintenance requirements must be carefully weighed. Any paved area may utilize pervious concrete and asphalt; however, these technologies are particularly useful on roadways and in parking lots.



### Permeable pavers

Permeable pavers provide an attractive and functional method of filtering stormwater and allowing it to infiltrate through the gaps between individual pavers. When used in areas maintained by municipalities the costs of alternative winter maintenance practices must be carefully weighed. Most paved areas can utilize permeable pavers, including most pedestrian areas, parking areas, driveways and aprons.



# 5. USING THE ACTION PLAN tool kit

THE ACTION PLAN, COMBINED WITH THE RED WING COMPREHENSIVE PLAN, ARE INTENDED TO GUIDE BIG PICTURE DECISION MAKING BY CITY OFFICIALS, STAFF, PARTNERS AND THE PUBLIC. HOW WILL STAFF, CITY OFFICIALS, AND PARTNERS TAKE THE ACTION PLAN, WHICH IS GENERAL IN ITS SCOPE AND TRANSLATE IT INTO RATIONAL AND DEFENSIBLE CHOICES ABOUT MAKING CHANGES WITHIN THE CITY? IT IS INTENDED TO ACT AS A GUIDE TO EVALUATING NEW PROJECTS AND ACTIONS AND HELPING WITH DECISION MAKING SYSTEM-WIDE AND WITHIN DOWNTOWN. THE TOOL KIT CONTAINS TWO DIFFERENT TOOLS, THE DECISIONS PRINCIPLES CHECKLIST AND THE ACTIONS MATRIX.

## DECISION PRINCIPLES CHECKLIST

The Decisions Principles Checklist is a set of critical questions based on the core values of the Action Plan. When faced with a new initiative or project all the questions should be asked. Not every action will receive a “check” for every question, but each question should be asked during the evaluation process. Simply because a certain contemplated action meets many or few should not be the sole grounds for acceptance or rejection, but it should be a significant factor in the decision process. If an action does not receive a “check,” critical questions need to be asked about how the project can be adapted to meet a decision principle; and, if it cannot be adapted, whether the action meets enough other decision principles to justify moving forward. The Decision Principles tool can be particularly effective when comparing several competing actions.

|   |   |                          |
|---|---|--------------------------|
|    | <b>Will the action diversify the mix of people who frequent downtown?</b>   | <input type="checkbox"/> |
|    | <b>Does the action create a venue for public gathering?</b>                 | <input type="checkbox"/> |
|    | <b>Will the action diversify the reasons to visit or live downtown?</b>     | <input type="checkbox"/> |
|    | <b>Will the action increase downtown visits?</b>                            | <input type="checkbox"/> |
|    | <b>Does the action increase the number of living units in downtown?</b>     | <input type="checkbox"/> |
|    | <b>Does the action diversify the mix of living units downtown?</b>          | <input type="checkbox"/> |
|    | <b>Will the action increase the tax base in downtown?</b>                   | <input type="checkbox"/> |
|    | <b>Does the action fill a gap in the retail street frontage?</b>            | <input type="checkbox"/> |
|    | <b>Does the action create a vertical mix of uses?</b>                       | <input type="checkbox"/> |
|    | <b>Will the action increase the retail trade “pull factor” of downtown?</b> | <input type="checkbox"/> |
|    | <b>Does the action improve downtown’s connection to the River?</b>          | <input type="checkbox"/> |
|    | <b>Does the action create a multi-modal network of transportation?</b>      | <input type="checkbox"/> |
|    | <b>Will the action improve downtown parking?</b>                            | <input type="checkbox"/> |
|   | <b>Does the action reinforce downtown’s district identity?</b>              | <input type="checkbox"/> |
|  | <b>Does the action reinforce downtown’s historic character?</b>             | <input type="checkbox"/> |
|  | <b>Will the action promote walking &amp; biking in downtown?</b>            | <input type="checkbox"/> |
|  | <b>Will the action help visitors navigate downtown?</b>                     | <input type="checkbox"/> |
|  | <b>Does the action exemplify environmental leadership?</b>                  | <input type="checkbox"/> |
|  | <b>Are life cycle and operational costs sustainable?</b>                    | <input type="checkbox"/> |
|  | <b>Will the action leverage other investments?</b>                          | <input type="checkbox"/> |
|  | <b>Will the action enhance business and development opportunities?</b>      | <input type="checkbox"/> |
|  | <b>Does the action improve downtown’s organizational structure?</b>         | <input type="checkbox"/> |

# ACTIONS MATRIX

The vision for the Downtown Red Wing will be achieved by implementing the actions presented in this plan. Most of the actions achieve more than one of the 6 values embedded in the vision. Here all the actions, along with the multiple values they uphold are presented in one place, demonstrating their interdependence. Each action is headed up by a branch of the Main Street Committee and given a designated time for implementation.

The Main Street Committee:  
 D: Design  
 O: Organization  
 P: Promotion  
 ER: Economic Restructuring

Timing:  
 I: Immediate (1-2 Years)  
 S: Short Term (2-7 Years)  
 M: Mid Term (8-15 Years)  
 L: Long Term (15+ Years)

|                                   | Actions   |  Gather |  Live |  Work/Shop |  Link |  Experience |  Sustain | Timing | Main Street Committee |
|-----------------------------------|---|--|--|---|--|--|---|--------|-----------------------|
| Create Vibrant Gathering Places   | 1. Establish Market Junction                                  | ●  |  | ●   | ●  | ●  | ●   | M      | ER                    |
|                                   | 2. Transform Historic Depot                                   | ●  |  |   | ●  |  | ●   | L      | ER                    |
|                                   | 3. Create Neighborhood Park                                   | ●  | ●  |   |  | ●  | ●   | I-S    | D                     |
|                                   | 4. Program 4 Seasons of Activity                              | ●  |  |   |  | ●  |   | S      | P+D                   |
|                                   | 5. Establish Adventure Sport District                         | ●  |  | ●   |  | ●  | ●   | M      | ER+P                  |
|                                   | 6. Implement Plans for the Mississippi Riverfront             | ●  |  |   | ●  | ●  |   | L      | D                     |
|                                   |   |  |  |   |  |  |   |        |                       |
| Create Attractive Housing Options | 1. Provide High-Quality Housing Options                       |  | ●  | ●   |  |  |   | I-L    | ER                    |
|                                   | 2. Develop Arts Quarter                                       | ●  | ●  | ●   | ●  | ●  | ●   | M      | ER+P                  |
|                                   | 3. Reestablish Upper-Story Viability in Historic Buildings    |  | ●  | ●   |  | ●  |   | S      | ER                    |
|                                   | 4. Establish Consistently High-Grade Residential Neighborhood |  | ●  |   |  | ●  |   | I      | D                     |
|                                   | 5. Enhance Residential Amenity Package                        | ●  | ●  |   | ●  | ●  | ●   | I      | ER                    |
|                                   |   |  |  |   |  |  |   |        |                       |

|   | Actions  |  Gather |  Live |  Work/Shop |  Link |  Experience |  Sustain | Timing | Main Street Committee |
|---|--|--|--|---|--|--|---|--------|-----------------------|
| <b>Sustain Thriving Downtown Commerce</b> | 1. Redevelop Under-used Land                       |  | ●  | ●   | ●  | ●  |   | I-L    | ER                    |
|   | 2. Establish Continuous Retail Frontage            |  |  | ●   |  | ●  |   | S      | D                     |
|   | 3. Develop the Gateway District                    |  |  | ●   | ●  | ●  | ●   | M      | D+ER                  |
|   | 4. Preserve Main Street Storefront Viability       |  |  | ●   |  | ●  | ●   | M      | D+ER                  |
|   |  |  |  |   |  |  |   |        |                       |
| <b>Create Strong Linkages</b>             | 1. Improve Pedestrian Crossings of Highway 61 & 58 |  |  | ●   | ●  | ●  |   | I-S    | D                     |
|   | 2. Connect Pedestrians to River                    | ●  |  |   | ●  | ●  |   | S      | ER                    |
|   | 3. Provide Downtown Boat Parking                   | ●  |  | ●   | ●  |  |   | S      | D                     |
|   | 4. Link the Depot and Old West Main                | ●  |  |   | ●  | ●  |   | L      | ER                    |
|   | 5. Build Multi-Modal Transit Infrastructure        |  | ●  | ●   | ●  | ●  | ●   | L      | D                     |
|   | 6. Develop Riverfront Trail                        |  |  |   | ●  | ●  | ●   | M      | D                     |
|   | 7. Rebuild Jordan Court                            |  | ●  | ●   | ●  |  | ●   | S      | D                     |
|   |  |  |  |   |  |  |   |        |                       |

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- D: Design
- O: Organization
- P: Promotion
- ER: Economic Restructuring

Timing:

- I: Immediate (1-2 Years)
- S: Short Term (2-7 Years)
- M: Mid Term (8-15 Years)
- L: Long Term (15+ Years)

|  | Actions   |  Gather |  Live |  Work/Shop |  Link |  Experience |  Sustain | Timing | Main Street Committee |
|--|---|--|--|---|--|--|---|--------|-----------------------|
| Celebrate the Experience                   | 1. Construct District Gateways                        | ●  | ●  | ●   | ●  | ●  | ●   | M      | D                     |
|  | 2. Create Character-Filled Streetscapes               | ●  | ●  | ●   | ●  | ●  | ●   | L      | D                     |
|  | 3. Incorporate Public Art                             | ●  |  | ●   | ●  | ●  |   | M      | D                     |
|  | 4. Enhance Downtown Parking                           | ●  |  | ●   | ●  | ●  |   | L      | D                     |
|  | 5. Preserve and Enhance Historic Architecture         |  | ●  | ●   |  | ●  | ●   | L      | D                     |
|  | 6. Promote Cycling                                    |  | ●  |   | ●  | ●  | ●   | S      | D                     |
|  | 7. Establish New Design Standards                     |  |  |   |  | ●  |   | I      | D                     |
|  |   |  |  |   |  |  |   |        |                       |
| Launch Sustainable Innovations and Actions | 1. Expand the Role of the Main Street Organization    |  | ●  | ●   |  |  | ●   | I      | O                     |
|  | 2. Streamline Regulatory Procedures                   |  | ●  | ●   |  |  | ●   | I      | O                     |
|  | 3. Create Downtown Conservancy                        |  |  | ●   |  |  | ●   | M      | ER                    |
|  | 4. Use Redevelopment and Rehabilitation Finance Tools |  |  | ●   |  |  | ●   | I      | ER                    |
|  | 5. Establish Performance Targets                      |  |  | ●   |  |  | ●   | I      | O                     |
|  | 6. Adopt Sustainable Development Benchmarks           | ●  | ●  |   |  | ●  | ●   | I      | O                     |
|  |   |  |  |   |  |  |   |        |                       |

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Establish downtown Red Wing as a premier riverfront destination by creating **vibrant gathering places, attractive housing options, thriving storefronts** and **strong linkages**, that **celebrate the experience** and **foster sustainability**.

JUNE, 2009

