



CHAPTER 15

IMPLEMENTATION

February 25, 2019

Introduction

Many people in the Red Wing area helped create the *2040 Community Plan*, and we will need everyone to help implement its strategies—governments, schools, organizations, businesses, nonprofits, civic clubs, residents, advocacy groups, philanthropic foundations, and others. The effectiveness of the plan depends on prioritizing actions and initiatives since we won't be able to implement every strategy right away. However, through strong partnerships, we'll move priority actions forward using the plan as a guide and implementation as incentive.

How We'll Implement the Plan

The following strategies provide a framework for how we will implement the *2040 Community Plan*:

1. Establish a Red Wing 2040 Community Implementation Team

We will establish a Community Implementation Team to ensure accountability. The implementation team will be a small group of up to 10 community leaders representing both public and private interests. Its membership will include at least one elected official from the City of Red Wing (mayor or council member) and representatives of nonprofits, business, city, county, school district, and college.

The City of Red Wing government will be the initial convener and facilitator of the implementation team and provide staff time through the Community Engagement Specialist and others; however, over time the group may function more independently.

The Community Implementation Team will initially meet on a quarterly basis to do the following:

- » Help set top priorities
- » Lay out the process for getting things done

- » Work with local experts to establish objectives and targets
- » Identify barriers to success
- » Recognize new emerging needs that may require exploration
- » Review progress and identify when and how to report to the public
- » Monitor and guide the plan's implementation

Reporting will be on an annual basis to the City Council, the public, and other organizations.

2. Establish a Red Wing 2040 City Government Leadership Team

It is important that city government commit to the implementation of the *Community Plan*. Coordination of efforts across all departments will benefit by having a City Staff Leadership Team spearheaded by the Community Development Department and Administration Department. A key part of the leadership team will be the Community Engagement Specialist, who will be responsible for facilitating the leadership team and reaching out for community input as needed throughout implementation.

No one solution is the ultimate answer to challenges. We encourage innovation and flexibility in implementing the plan's direction. We will also maintain the plan's integrity by demonstrating consistency within its vision and SHARE principles.

The City Staff Leadership Team will also be responsible for managing the online report card (or dash board) to continue measuring and reporting progress on the plan's strategic initiatives. Successful implementation of the *Community Plan* will require a commitment to maintain adequate staff resources to carry out and report progress on strategies.

3. Continue Community Collaborations

City staff and leadership look forward to working together with community partners to implement the plan. Initiatives are happening now, and the community continues to move forward. At times city government will take a lead role in an action. At other times, community partners will take the lead. Often, that responsibility will fall within a public-private partnership.

Different strategies will inevitably require different amounts of commitment. The two types of partners will be required to get things done:

Lead Partners: Lead Partners are entities that agree to lead a strategy, action, or series of actions. This may involve funding, staffing, researching, or coordinating actions. It also may mean recruiting other partners and participating in Red Wing 2040 community forums and activities.

Support Partners: Support partners are those organizations that have pledged to provide assistance to lead partners in support of the effort. They collaborate, provide time or financial resources, possibly provide volunteers, and help promote the work to the public and/or their constituents.

Red Wing is incredibly fortunate to have so many dedicated organizations, schools, businesses, and groups working for the common good of

the community. You'll find a list of many of these partners, with their missions and details of their work, in the *2040 Online Library* (link here).

4. Conduct an Annual Community Meeting

An annual meeting or celebration will be a recurring event to honor successes, evaluate failures or inaction, and build momentum for the upcoming year. General discussion about the past year, emerging trends or lessons learned, what's ahead in the new year, and networking will be important aspects of the annual meeting.

Coordinating the community meeting will be the responsibility of the Community Implementation Team and City Staff Leadership Team. All community members will be welcome, with specific invites to those working on specific projects.

5. Grow and Promote Volunteerism, Philanthropy, and Leadership

Volunteerism is critically important to Red Wing. It helps build ownership in the community, strengthens civic engagement, creates relationships, and ultimately contributes to a high quality of life. As Red Wing moves forward with implementation, we will continue the dialogue and grow community participation.

A key strategy for growing volunteer participation is to broaden opportunities for community members to volunteer their services, expertise, and time in the pursuit of carrying out the plan's vision, goals, and strategies. This may mean establishing or expanding on a volunteer coordinator position to help recruit volunteers, align interests, and recognize contributions.

Community Partners

This list encompasses some (though not all) of the many hard-working organizations throughout Red Wing that work to make our city a vibrant, welcoming place to live and work. You'll find details of their missions and work in the *2040 Online Library* under the title "[Community Partners](#)."

1. The Anderson Center at Tower View
2. ArtReach
3. Colvill Family Center, Red Wing School District
4. Downtown Main Street
5. Environmental Learning Center
6. Every Hand Joined
7. Friends of the Bluffs
8. Goodhue County Health and Human Services
9. Goodhue County Historical Society
10. Hispanic Outreach of Goodhue County
11. Homeless Response Team
12. HOPE Coalition
13. Jones Family Foundation
14. Live Healthy Red Wing
15. Live Well Goodhue County
16. Minnesota State College Southeast
17. Pier 55 - Red Wing Area Seniors
18. Prairie Island Indian Community
19. Red Wing Area Food Shelf
20. Red Wing Area Fund
21. Red Wing Artisan Collective
22. Red Wing Arts
23. Red Wing Chamber of Commerce
24. Red Wing Community Education & Recreation Department
25. Red Wing Family YMCA
26. Red Wing Housing and Redevelopment Authority
27. Red Wing Ignite
28. Red Wing Port Authority
29. Red Wing Public Library
30. Red Wing School District
31. Red Wing Visitors and Convention Bureau
32. Additional City of Red Wing Boards and Commissions
33. Sheldon Theatre of Performing Arts
34. United Way of Goodhue, Wabasha & Pierce Counties
35. Youth Outreach
36. And More!

How We'll Know We're Successful

Here is how we will know the plan is being actively implemented:

- » The City Council fully supports and takes a leadership role with the *Community Plan*.
- » There is an active Community Implementation Team focused on how to implement the *Community Plan*.
- » City government departments and elected/appointed leadership take an active role in the plan, provide staff support to initially facilitate and convene the City Staff Leadership Team, and maintain tracking progress.
- » Portions of the *Community Plan* are integrated into the work plans, strategic plans, budgets, and action plans of local institutions, agencies, businesses, governments, schools, foundations, and organizations in ways that are appropriate for them.
- » Community partners and city staff agree to lead and convene efforts in the areas that fit for them in order to implement strategies and actions. They also support and collaborate on other initiatives that fit their vision and mission, and engage in public-private partnerships together.
- » The entire community routinely takes time to evaluate progress and set new priorities.
- » Residents understand they have a role to play, and it will be easy for volunteers to help implement the plan.

Full Plan's Strategy Matrix

As already identified, each chapter in the *Community Plan* ends with a Strategy Matrix that identifies each strategy's SHARE principles, community partners, and general timeline. The following matrix is a combination of all the plan's strategies in one location. For more detail on each one, please refer to the specific chapters.

Online Library

You can see all of the foundational work of Red Wing 2040 on the City's website, <https://www.red-wing.org/red-wing-2040.html>

2040 Progress Chart

A TOOL FOR DOCUMENTING THE PLAN'S IMPLEMENTATION

It's important to track how the community is implementing the 2040 strategies. With many people and organizations working toward common goals in different ways, how we chart the process may change over time. At the beginning of this implementation phase, we foresee something we're calling the 2040 Progress Chart. This document will be housed online on the city's 2040 Community Plan web page and will be updated regularly. It will be developed so individuals and organizations can see the various initiatives happening under each 2040 strategy, learn who's responsible for them, and identify where collaborations might form.

The 2040 Progress Chart has purposes for two audiences:

- 1) It will allow residents to learn what's happening and find out who to connect with to help on an initiative.
- 2) It will allow people who are beginning or already leading projects to see who else is working in each area so they can connect and potentially develop new partnerships with greater outcomes.

The City of Red Wing and the 2040 Community Implementation Team will be responsible for organizing this reporting tool and evaluating it if it needs to change over time.

TABLE 15.12 STRATEGY MATRIX

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 3.A: Establish climate action plan			
» Strategy 3.A.1: Reduce CO2 and other toxic gases by 80 percent on or before year 2040	Sustainable, Healthy, Resilient	Local government, Sustainability Commission, utilities, private sector, nonprofit environmental organizations	Long Term
» Strategy 3.A.2: Establish green building policies	Sustainable, Healthy, Accessible, Resilient, Equitable	Community Development, Planning Commission, Sustainability Commission	Short Term
» Strategy 3.A.3: Develop a climate action plan education program	Sustainable, Healthy, Accessible, Resilient, Equitable	Local school district, Sustainability Commission, civic engagement	Short Term
» Strategy 3.A.4: Create a climate change adaptation section to the plan	Sustainable, Healthy, Resilient	Local, state, federal governmental agencies; private sector and other stakeholders including residents	Long Term
Goal 3.B: Conserve energy and champion renewable energy			
» Strategy 3.B.1: Focus on transportation initiatives	Sustainable, Healthy, Accessible, Resilient, Equitable	Public and private sector including developers	Short Term
» Strategy 3.B.2: Encourage building efficiency	Sustainable, Healthy, Resilient	Utility companies/private enterprise, local government	Ongoing
» Strategy 3.B.3: Promote clean electricity	Sustainable, Healthy, Resilient	Private sector enterprises including utility companies, solar gardens, car manufacturers	Ongoing
Goal 3.C: Preserve, protect, and restore our natural resources.			
» Strategy 3.C.1: Encourage public and private property owners to use diverse, indigenous, drought tolerant flora and trees to harmonize with nature and be adaptable to climate change as needed	Sustainable, Healthy, Resilient,	City government, local nurseries, local garden clubs	Ongoing
» Strategy 3.C.2: Encourage community support for vegetation management, including brush removal of invasive plants in parks and open spaces to maintain natural landscape	Sustainable, Healthy, Resilient	City government, residents, local garden club	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 3.C.3: Preserve the community-wide network of contiguous public open space identified as the green network in Figure 3.2.	Sustainable, Healthy, Accessible, Resilient	Public Works & Community Development Departments	Long
» Strategy 3.C.4: Support additional open space preservation endeavors.	Sustainable, Healthy, Accessible, Resilient	Public Works & Community Development Departments	Short
» Strategy 3.C.5: Implement practices to conserve, to the fullest extent possible, water derived from underground aquifers.	Sustainable, Healthy, Accessible, Resilient	City government, County and State government, Sustainability Commission, residents, businesses	Long
» Strategy 3.C.6: Locate new parks in areas connected to the green network if possible.	Sustainable, Healthy, Accessible, Resilient	Public Works & Community Development Departments	Long
» Strategy 3.C.7: Ensure equitable access to the natural environment to facilitate attachment and support for preservation efforts and promote a healthy mind and body.	Healthy, Accessible, Equitable	Public Works & Community Development Departments	Long
» Strategy 3.C.8: Use xeriscaping and turf reduction to reduce the need for irrigation, mowing, and fertilizer on City lands.	Sustainable, Resilient	City government, Sustainability Commission, Goodhue SWCD	Short
Goal 3.D: Substantially reduce solid waste going into landfills or incinerators			
» Strategy 3.D.1: Emphasize and expand recycling efforts	Sustainable, Healthy, Accessible, Resilient	City's Public Works Department; private haulers; communications staff	Short Term
» Strategy 3.D.2: Expand Red Wing's organic composting	Sustainable, Healthy, Accessible, Resilient	City's Public Works Department, private sector enterprise, residents; local coalition to replace incinerator site	Short Term
» Strategy 3.D.3: Boost waste reduction	Sustainable, Healthy, Resilient	City government, civic engagement, lobbying, and private enterprise	Short Term

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 3.E: Reduce toxic chemicals and other pollutants that get into our local surroundings			
» Strategy 3.E.1: Continue to improve storm water management	Sustainable, Healthy, Resilient	City Public Works Department, Port Authority as well as appropriate State and Federal offices and nonprofit organizations	Ongoing
» Strategy 3.E.2: Reduce pesticides and other pollutants	Healthy, Resilient,	City's Public Works Department, City Council, residents	Short Term
» Strategy 3.E.3: Promote green building	Sustainable, Healthy, Resilient	Local Sustainability Commission, HRA, Planning Commission, Chamber of Commerce, other stakeholders involved with residential/ commercial construction	Ongoing
» Strategy 3.E.4: Reduce air pollution	Sustainable, Healthy, Resilient	City's lobbyist, citizens group, environmental nonprofit, Minnesota Highway Patrol, City of Red Wing Police Department, Minnesota Pollution Control Agency, Environmental Protection Agency, other Federal units.	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 4.A: Integrate and balance land uses to create healthy and convenient land use patterns throughout the community.			
» Strategy 4.A.1: Review and update the City zoning and subdivision controls.	Sustainability, Resilience, Health	City, Community Development, HRA, Planning Commission, Sustainability Commission	Short
» Strategy 4.A.2: Collaborate with partners to achieve desired development patterns and forms.	Sustainability, Resilience, Health	City, Community Development, HRA, School District, Development Community	Ongoing
Goal 4.B: Boost revitalization and infill development in already-built areas to accommodate community growth and improve livability.			
» Strategy 4.B.1: Collaborate with partners to prioritize infill, redevelopment, and reuse.	Sustainability, Resilience, Health	City, Community Development, HRA, School District, Development Community	Ongoing
Goal 4.C: Excel at creating a mix of commercial and housing redevelopment, including neighborhoods where people can live, work, shop, learn, and play.			
» Strategy 4.C.1: Promote redevelopment that provides efficient land use and new development types.	Sustainability, Resilience, Health, Accessible	City, Community Development, Port Authority, HRA	Ongoing
» Strategy 4.C.2: Ensure that redevelopment fits the character of their development context.	Sustainability, Resilience, Health, Accessible	City, Community Development, Port Authority, HRA	Ongoing
Goal 4.D: Accommodate residential and commercial growth in undeveloped areas when developing in developed areas is not feasible.			
» Strategy 4.D.1: With the exception of Prairie Island, residential development should be located south of the Canadian Pacific Railroad Corridor and prohibited north of the railroad tracks in order to ensure public safety and avoid residential development in the flood plain area.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission	Ongoing
» Strategy 4.D.2: Design of new subdivisions should take advantage of existing mature landscape features by preserving them and making them a key feature in the subdivisions design—fence rows, ditches/ravines, woodlots, farmsteads, steep slopes/bluffs.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 4.E: Honor, preserve, and reuse historic properties and cultural sites.			
» Strategy 4.E.1: Encourage reinvestment in historic and cultural properties.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission, HPC, Foundations, Port Authority, HRA	Ongoing
» Strategy 4.E.2: Where activity centers are adjacent to or encompass historically significant properties, buffers should be established to protect the historical integrity of the property.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission, HPC, Foundations, Port Authority, HRA	Ongoing
Goal 4.F: Utilize top-quality environmental practices on new and renovated development projects.			
» Strategy 4.F.1: Reduce hard surface coverage of development to reduce stormwater runoff.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission	Ongoing
» Strategy 4.F.2: Protect sensitive natural resource areas from new development and redevelopment.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 5.A: Provide a storm water system that is functional, economically sustainable, aesthetically pleasing, and environmentally sound.			
» Strategy 5.A.1: Design the surface water systems to mimic natural hydrology and provide flood protection.	Sustainability, Resilience	City, Private Developers	Ongoing
» Strategy 5.A.2: Promote groundwater recharge in areas that are most suited to recharge and while protecting drinking water sources.	Sustainability, Resilience, Health, Accessible, Equity	City	Ongoing
» Strategy 5.A.3: Infiltrate, detain or retain surface water as close to where rain falls as possible in order to limit runoff reaching tributaries and the Mississippi River.	Sustainability, Resilience	City	Ongoing
» Strategy 5.A.4: Maximize storm water infiltration and surface filtration to minimize need for underground storm water infrastructure.	Sustainability, Resilience	City	Ongoing
» Strategy 5.A.5: Support storm water management practices that maintain runoff volumes of greenfield development and reduces runoff volumes on redevelopment sites.	Sustainability, Resilience	City, Private Developers	Ongoing
» Strategy 5.A.6: Integrate built storm water facilities into development in the form of art or landscape enhancements.	Health, Accessible	City, Arts Community, Nonprofits	Long term
» Strategy 5.A.7: Inform and educate the public on surface water protection and impacts of water runoff on ground and surface water resources.	Sustainability	City, School District	Short term
Goal 5.B: Provide a sanitary sewer system for all development in Red Wing that is economically sustainable, energy efficient, and environmentally sound.			
» Strategy 5.B.1: Meet or exceed the required standards for water quality of municipal sewage effluent reaching public waters.	Sustainability, Resilience	City	Ongoing
» Strategy 5.B.2: Measure, monitor, and manage inflow and infiltration to minimize clear water entering the system.	Sustainability	City	Ongoing
» Strategy 5.B.3: Provide an efficient and cost effective sanitary sewer system that is equitably financed.	Sustainability	City	Ongoing
» Strategy 5.B.4: Integrate alternative energy sources into operations (such as powering of lift stations) to minimize energy demands.	Sustainability, Resilience	City, Third Party Agreements	Long term
» Strategy 5.B.5: Inspect and maintain the existing system for optimal performance and fund appropriately through usage fees.	Sustainability, Resilience	City	Ongoing
» Strategy 5.B.6: Educate the community on appropriate disposal methods and discourage inappropriate wastes from being disposed in the sanitary sewer system.	Sustainability	City	Short term

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 5.C: Provide adequate sanitary sewer capacity that serves existing neighborhoods and allows for continued growth and renewal of Red Wing.			
» Strategy 5.C.1: Expand municipal utilities (sewer, water, energy) in an orderly manner that discourages leap-frog development and minimizes bluff impacts.	Sustainability, Resilience, Equity	City, Plan Commission	Ongoing
» Strategy 5.C.2: Coordinate improvements to the existing system with redevelopment (land use and street reconstruction) projects.	Sustainability, Resilience	City, HRA, Port Authority	Ongoing
» Strategy 5.C.3: Implement a phased replacement plan that will lessen the financial and logistical burden of infrastructure replacement in the future.	Sustainability, Resilience	City	Ongoing
» Strategy 5.C.4: Plan, design and construct the sanitary sewer system with reserve capacity for localized higher residential densities or commercial sewer users. Reserve capacity can also be used to connect areas that are currently unsewered if it becomes necessary in the future.	Sustainability	City	Ongoing
Goal 5.D: Develop the water supply in a manner that minimizes detrimental impacts on natural resources, provides clean drinking water and adequate fire protection for current and future generations, and safeguards against climatic changes and natural disasters.			
» Strategy 5.D.1: Maintain an emergency response and preparedness plan across all city departments and affected jurisdictions.	Resilience	City, County	Ongoing
» Strategy 5.D.2: Encourage conservation water usage practices to minimize excessive water usage.	Sustainability	City, Sustainability Commission	Ongoing
» Strategy 5.D.3: Educate the public on sustainable water usage practices and the impacts of water usage on groundwater supplies.	Sustainability, Health	City, Sustainability Commission	Ongoing
» Strategy 5.D.4: Participate in regional and national discussions on drinking water quality and quantity/supply.	Sustainability, Health	City, Coalitions	Ongoing
» Strategy 5.D.5: Plan, design, construct, and maintain the water supply system infrastructure in coordination with the sanitary sewer system improvements in an efficient and orderly manner.	Sustainability	City	Ongoing
Goal 5.E: Collaborate with private utility and communications providers to ensure services meet the needs of current residences and businesses and facilitate future growth without compromising the quality of the natural environment.			
» Strategy 5.E.1: Coordinate with private utility and communications providers to co-locate infrastructure in public right's of way or existing utility corridors.	Sustainability, Accessible	City, Utilities, Providers	Ongoing
» Strategy 5.E.2: To the extent possible, provide the latest communications infrastructure to the full community.	Sustainability	City, Utilities, Providers	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 5.E.3: Design utilities and communications infrastructure to fit in with the landscape and enhance the public realm (i.e. buried power lines, screened utilities, or integrated with development/architecture etc.)	Sustainability, Resilience, Health	City, Utilities	Ongoing
» Strategy 5.E.4: Allow for space within existing and future ROW to accommodate future communication infrastructure.	Sustainability, Resilience	City, Utilities	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 6.A: Stewardship			
» Strategy 6.A.1: Preserve and maintain the city's transportation system.	Sustainable, Healthy, Resilient	City, Engineering, Public Works, County, MnDOT	Ongoing
Goal 6.B: Safety			
» Strategy 6.B.1: Provide a safe transportation system for all users – automobiles, trucks, trains, watercraft, aircraft, transit vehicles, bicycles and pedestrians.	Healthy, Resilient, Equitable	City, Engineering, Public Works, County, MnDOT, Drivers, Bikers, Walkers	Ongoing
Goal 6.C: Mobility			
» Strategy 6.C.1: Improve mobility, access, and connections for all users of the city's transportation system.	Healthy, Accessible, Resilient, Equitable	City, Engineering, Public Works, County, MnDOT, Transit Providers	Ongoing
Goal 6.D: Economy			
» Strategy 6.D.1: Support the economic competitiveness, vitality, and prosperity of the community through its transportation system.	Sustainable, Healthy, Resilient	City, Engineering, Public Works, County, MnDOT, Community Development, Planning Commission, Real Estate and Development Community	Ongoing
Goal 6.E: Health			
» Strategy 6.E.1: Encourage health, well-being and equity via a transportation system accessible to all users and in balance with the natural and cultural environment.	Sustainable, Healthy, Accessible, Resilient, Equitable	City, Engineering, Public Works, County, MnDOT, Bike/Trail users, business community	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 7.A: Red Wing is a regional hub for nature-based recreation.			
» Strategy 7.A.1: Support and enhance active sports facilities for outdoor sports:	Health, Accessible	City, Nonprofits	Ongoing
» Strategy 7.A.2: Support programming that encourages recreation in the outdoors, such as hiking clubs, cross country ski races and events, rock climbing clinics, and kayaking classes.	Health, Accessible	City, Community, YMCA, Recreation, Nonprofits	Ongoing
» Strategy 7.A.3: Establish an Adventure Sport District in downtown, envisioned in the 2009 Downtown Red Wing Action Plan, to make Red Wing into the navigational, outfitting, and retailing gateway to the region's tremendous outdoor recreation.	Health, Accessible	City, Port Authority, YMCA, Downtown Main St.	Long term
» Strategy 7.A.4: Partner with Red Wing's Environmental Learning Center and other partners to provide outdoor adventure programs to residents and visitors.	Health, Accessible	City, Community, YMCA, Recreation, Nonprofits	Ongoing
Goal 7.B: Red Wing is a regional leader in providing trails for biking and walking.			
» Strategy 7.B.1: Establish a network of existing and proposed trails and bike/pedestrian facilities that connect all parks within Red Wing.	Sustainability, Health, Accessible	City	Long term
» Strategy 7.B.2: Establish an interconnected local trail system that incorporates parks and open spaces and includes multiple looping options and links to regional trails.	Sustainability, Health, Accessible	City	Long term
» Strategy 7.B.3: Ensure that neighborhood parks are located within a quarter-mile walking distance of all residents and connected by off-street trails or sidewalks that safely cross or avoid pedestrian barriers.	Accessible	City, Nonprofits	Ongoing
» Strategy 7.B.4: Design and implement a continuous riverfront trail between Bay Point Park Conservancy and Colvill Park.	Health	City, CVT	Long term
» Strategy 7.B.5: Work with Prairie Island Indian Community and regional trail agencies to connect trails from Lake City to Prairie Island.	Health, Accessible, Equity	PPC, City, Lake City	Long term
» Strategy 7.B.6: Integrate city trails with Goodhue County trails to provide greater connectivity and more linear recreation options.	Sustainability, Health, Accessible	City, Goodhue County	Long term
Goal 7.C: Red Wing develops and maintains an excellent park system that is accessible to all residents, showcases our natural assets, and offers recreational opportunities for everyone.			
» Strategy 7.C.1: Encourage convenient public access to parks by locating new parks with at least one side fronting on a public street.	Sustainability, Resilience, Health, Accessible	City	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 7.C.2: Support efforts to expand the Red Wing Farmers Market in order to provide a convenient and socially enriching place where the community can purchase the freshest, locally grown produce.	Sustainability, Resilience, Health, Accessible	City, Farmers Market Assoc., Downtown Main St.	Short term
» Strategy 7.C.3: Support the Red Wing senior center to encourage more use and provide more recreation options for area seniors.	Sustainability, Health, Accessible, Equity	City, Seniors Organization	Ongoing
» Strategy 7.C.4: Enhance Central Park's role as an outdoor community gathering place and entertainment center with more programming and events.	Health, Accessible	City, Nonprofits	Ongoing
» Strategy 7.C.5: Develop a plan to build new pocket parks throughout the city, particularly downtown, to provide places for public art, benches, and green space.	Health, Accessible	City, Downtown Main Street, HRA, Port Authority	Long term
» Strategy 7.C.6: Developing new neighborhood parks and enhancing existing parks where improvements are lacking will improve neighborhood residents' quality of life and encourage future economic development.	Sustainability, Health, Accessible	City, Nonprofits	Short term
» Strategy 7.C.7: Provide a wide range of recreational opportunities for the full community through a set of diverse programming and facilities.	Health, Accessible, Equity	City, Community, Recreation, YMCA, Nonprofits	Long term
» Strategy 7.C.8: Develop 10-Year Strategic Plans and Capital Improvement Programs for A.P. Anderson Park, Bay Point Park Conservancy, Memorial Park, and Colvill Park.	Sustainability, Accessible	City	Short term
» Strategy 7.C.9: Continue to implement the He Mni Can-Barn Bluff Park Master Plan	Sustainability, Resilience, Health, Accessible, Equity	City, PIIC	Short term

Strategies	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 8.A: Increase the quantity and diversity of affordable housing options for the community's range of household types.			
» Strategy 8.A.1: Proactively encourage the reuse and renovation of several existing institutional buildings and vacant buildings, upper floors, and underutilized properties located in the downtown and Old West Main Street areas for housing development.	Sustainable, Resilient	HRA, Port Authority, School District, Mayo Health Services	Short Term
» Strategy 8.A.2: Evaluate zoning, subdivision, and other regulatory standards to provide additional housing flexibility and cost reductions for affordable housing.	Healthy, Equitable	City Council, Community Development Department, Advisory Planning Commission, Heritage Preservation Commission	Short Term
» Strategy 8.A.3: Support the development of new smaller detached homes.	Sustainable, Resilient, Equitable	HRA and Port Authority, Community Development, Development Community, Home Builders, Goodhue County Habitat for Humanity	Short Term
» Strategy 8.A.4: Partner with secondary and post-secondary schools to increase the construction trade workforce and reduce housing construction costs.	Healthy, Accessible, Equitable	School District, City, HRA and Port Authority	Ongoing
Goal 8.B: Foster supportive housing programs that assist in preventing homelessness.			
» Strategy 8.B.1: Facilitate and establish a single, unified, community collaborative to focus on emergency housing for the homeless.	Healthy, Sustainable, Equitable	HRA, Churches, Hope Coalition, United Way, City, County, Social Services, School District, Red Wing Youth Outreach, Three Rivers	Short Term
» Strategy 8.B.2: Focus on substantially expanding the Housing Trust Fund so more local resources are available to support homelessness and permanent affordable housing.	Healthy, Equitable, Resilient	HRA, City, Housing Trust Fund Committee, Hope Coalition, Churches, Business Community, Local Foundations, County, United Way	Long Term
Goal 8.C: Create a system for updating and renovating existing rented and owned housing properties.			
» Strategy 8.C.1: Re-establish the Rental Licensing Program to assure that rental properties meet basic maintenance and life safety standards.	Healthy, Sustainable, Equitable	City, HRA	Short Term

Strategies	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 8.C.2: Create a community consortium focused on reinvigoration of existing homes for low to moderate income homeowners.	Healthy, Equitable	City, HRA, Port Authority, Habitat for Humanity, Churches, Real Estate, Local Development Community, Chamber of Commerce, DTMS, Business Community	Short Term
Goal 8.D: Resolve the city's housing shortage by increasing the quantity and diversity of new housing development.			
» Strategy 8.D.1: Form a public/private alliance to develop and execute a plan to create affordable and market rate rental units to expand housing supply.	Sustainable, Healthy, Resilient	HRA and Port Authority, Goodhue County, Business Community	Long Term
» Strategy 8.D.2: Identify and promote sites that could attract development of new market rate rental housing.	Healthy, Resilient	HRA and Port Authority, Community Development	Short Term
» Strategy 8.D.3: Identify and promote methods for reducing residential lot costs to increase housing production.	Healthy, Resilient	HRA and Port Authority, Community Development	Long Term

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 9.A: Economic Competitiveness: Retain, recruit, nurture, and expand business			
» Strategy 9.A.1: Develop a coordinated, citywide Marketing Plan for the economic development of Red Wing.	Sustainable, Accessible	Red Wing Port Authority, Economic Development Partners*	Short
» Strategy 9.A.2: Continue and expand current business retention and business recruitment programs.	Sustainable, Healthy, Accessible	Red Wing Port Authority, Economic Development Partners*	Ongoing
» Strategy 9.A.3: Continue to implement key area plans, including the Downtown Action Plan and Old West Main Street Master Plan	Sustainable, Healthy, Equitable	City, Red Wing Port Authority, Downtown Main Street Organization	Short
Goal 9.B: Human Capital: Develop, train, retain and attract a talented workforce.			
» Strategy 9.B.1: Partner with the Red Wing School District and other community entities to support college and career readiness programs and follow through.	Healthy, Equitable	School District, Everyhand Joined, Chamber of Commerce, Red Wing Ignite	Ongoing
» Strategy 9.B.2: Support housing strategies that will help to provide additional workforce housing opportunities to help grow the local workforce.	Healthy, Equitable	HRA, Community Development Department	Short
» Strategy 9.B.3: Collaborate with other community partners to address the daycare shortage that is negatively impacting area businesses.	Healthy, Equitable	United Way	Short
Goal 9.C: Community Resources: Excel in resources and amenities critical for attracting residents and businesses to support innovation, growth and economic competitiveness to remain resilient.			
» Strategy 9.C.1: Work to monitor and improve significant community resources and services, including housing, childcare, transportation, healthcare, and resources that help to welcome new people.	Healthy, Equitable	City	Ongoing
» Strategy 9.C.2: Maintain and expand Red Wing's efforts to provide easy access to excellent quality-of-life assets.	Sustainable, Healthy, Equitable	City	Ongoing
Goal 9.D: Post Prairie Island Nuclear Generating Station Strategy: Develop a strategy that addresses Red Wing's tax base and other economic impacts associated with the plant's potential licensing termination in 2033 and 2034.			
» Strategy 9.D.1: Establish a community task force to develop internal and external strategies for transition.	Resilient	City Leadership: School District, County, PIIC, Chamber, Xcel, Business Community, Non-Profit Organizations, Residents, Port Authority	Short and Long

* Economic Development Partners include: City Community Development Department/Red Wing Port Authority; Red Wing Visitor and Convention Bureau; Minnesota State College - Southeast; Red Wing Downtown Main Street; Red Wing Ignite; Red Wing Chamber of Commerce; Red Wing Housing and Redevelopment Authority; and Goodhue County Economic Development Authority

Strategy	SHARE Principles(s)	Who Can Help Achieve This?	Time
Goal 10.A: Cultivate a collaborative environment where arts and culture can flourish.			
» Strategy 10.A.1: Communicate and market Red Wing's identity through the development of a robust arts and cultural community marketing program.	Health, Equity, Access	Partnerships with government, philanthropy, artists, arts organizations, new people	Short Term
» Strategy 10.A.2: Consider the establishment of an organizational structure that can interface between the city and the arts and culture community and can encourage grassroots creative partnerships to help emerging and existing artists and businesses.	Health, Sustainability	Current organizations partnering with Port Authority and other business support organizations Seek cooperation not competition	Short Term
» Strategy 10.A.3: Develop strategies to increase funding and development for the arts.	Sustainability, Resiliency	City, Arts Organizations, Business Community, Artist	Long Term
Goal 10.B: Use indoor/outdoor spaces in creative ways that support artistic experiences and strengthen our creative economy.			
» Strategy 10.B.1: Encourage creative placemaking activities by making it easier to navigate the process for approval.	Access, Health	City, Community Development Department, Housing and Redevelopment Authority, Public Works Department, Planning Commission, HPC, Artist, Arts Organizations	Short Term
» Strategy 10.B.2: Support and encourage the creative use of indoor and outdoor spaces for artistic activities, projects, programs, and temporary uses.	Access, Health	City, School, County, Business Community, Non-Profit Community	Ongoing
» Strategy 10.B.3: Incorporate art into public and private projects.	Access, Health	City, County, School District, Private Business, Business organizations	Ongoing
Goal 10.C: Boost opportunities for arts education.			
» Strategy 10.C.1: Encourage more art and cultural activity and curriculum aimed at K-12 ages both within and outside of the school system.	Equity, Access	School District, Community Education and Recreation, Arts Organizations and Artists	Ongoing
» Strategy 10.C.2: Develop more opportunities for all ages, cultures, and socio-economic groups for artistic expression and activities. This could include such activities as: arts mentoring programs; advanced arts training; pop-up events; art truck; and creativity days.	Equity, Access	Community Education, Arts Organizations, Artists	Long Term

Strategic Action	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 11.A: Make high-quality mental health services available and accessible to everyone.			
» Strategy 11.A.1: Form a Mental Health Collaborative to work on these and potentially other projects:	Health, Accessibility, Resiliency, Equity	Family Services Collaborative, LHRW, EHJ Youth Enrichment Network, Youth Outreach, YMCA	Short-term
» Strategy 11.A.2: Develop leadership skills and capacity in the Mental Health Collaborative, in partnership with the Goodhue County Family Services Collaborative.	Sustainability, Health, Resiliency	NAMI Peer Support Training, EHJ, YMCA, Hispanic Outreach, Youth Outreach, Mayor, businesses, school	Long-term
Goal 11.B: Build social and physical surroundings that encourage all of us to engage in activities that enhance our physical and mental health.			
» Strategy 11.B.1: Get more community input on park planning and programming so parks meet the needs of all ages and stages of life. Include feedback on programming to develop more social, community-building programs outdoors.	Sustainability, Health, Accessibility, Equity	City, Public Works, Engineering, Community Development	Ongoing
» Strategy 11.B.2: Develop safe routes to parks so parks are accessible to all.	Health, Accessibility, Equity	Churches/faith communities, NPO's, demographic reps	Short-term
» Strategy 11.B.3: Develop more opportunities and safe routes for biking in the city—as exercise and as a means of transportation.	Health, Accessibility, Equity	Grocery stores, worksites, city, LHRW, Mayo clinic, county	Long-term
Goal 11.C: Implement innovative, evidence-based solutions to slash chemical dependency and prescription drug abuse.			
» Strategy 11.C.1: Local service providers collaborate in developing affordable housing for those in treatment and those with criminal backgrounds. Find ways to provide outpatient treatment with lodging.	Health, Accessibility, Resiliency, Equity	Consumers, GCHHS – Goodhue County Health and Human Services, Social Services, HRA, Hope Coalition, Landlords, Other agencies working on homelessness	Long-term
» Strategy 11.C.2: Expand the array of services available to those in need.	Health, Accessibility, Resiliency, Equity	Consumers, Mayo Clinic Integrated Behavioral Health, Midwest Recovery Services, Common Ground, GCHHS, Red Wing School District	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 12.A: Improve communication and trust between local entities and the public.			
» Strategy 12.A.1: Improve communication between places of leadership and the public, and internally within the entities themselves.	Equity, Sustainability, Accessibility	City Government, School District	Ongoing
» Strategy 12.A.2: Develop consistent and transparent ways to identify gaps and measure the results of community progress.	Sustainability, Accessibility	City Government, RW School District, County HHS, Every Hand Joined, Mayo Clinic H5-RW, United Way	Short-term
» Strategy 12.A.3: Devise a way for people to feel more connected to Red Wing, especially residents who are new to town or who don't feel they belong.	Accessibility, Equity	Non-profits, City Government, County Government	Long-term
» Strategy 12.A.4: Build stronger relationships with communities where trust has been broken or still needs strengthening, in order to form long-lasting, respectful, shared commitment. This includes Prairie Island Indian Community (PIIC), our Hispanic community, and residents of all backgrounds who feel isolated or disconnected.	Sustainability, Resiliency, Equity	City Government, PIIC, School District	Ongoing
Goal 12.B: Get more people of varying ages and backgrounds involved in leadership positions.			
» Strategy 12.B.1: Encourage more people of different ages and backgrounds to get involved with and participate in leadership positions.	Sustainability, Resiliency, Equity	United Way, City Government, School District, County Government	Ongoing
Goal 12.C: Build stronger bonds among students, their schools, and the full Red Wing community.			
» Strategy 12.C.1: Promote programs that enrich connections between students and the community, beginning in preschool and extending throughout their academic careers.	Sustainability, Equity, Resiliency, Accessibility, Health	RW School District, Every Hand Joined	Short-term
» Strategy 12.C.2: Help residents see the connections between strong children and families and a strong city—with results that include increased economic development, less crime, and better mental health and well-being.	Sustainability, Resiliency	Every Hand Joined, City of Red Wing	Long-term
Goal 12.D: Make city and community programs, policies, and systems more inclusive.			
» Strategy 12.D.1: Monitor city government and community policies and systems so they are fair and equitable for all.	Sustainability, Equity, Resiliency, Accessibility, Health	City of Red Wing, Goodhue County, School District, Business HR Departments	Ongoing
» Strategy 12.D.2: Encourage more multi-cultural events that bring people together of different backgrounds.	Accessibility, Equity	Sheldon Theatre, RW Arts, ArtReach, Local Grassroots Artists	Short-term

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 13.A: Red Wing's Police Department (RWPB), through partnerships and collaborations with residents, will provide the highest quality of life for our diverse community.			
» Strategy 13.A.1: Improve the personal safety of everyone in our neighborhoods, businesses, and schools.	Sustainable, Healthy, Accessible, Resilient, Equitable	City departments including police, public works, engineering, and community engagement; county law enforcement and courts; school district, residents from the whole community	Ongoing
» Strategy 13.A.2: Provide community-policing innovation that delivers equitable and consistent service for all members of our community.	Sustainable, Healthy, Accessible, Resilient, Equitable	Police Department working with state agencies that deliver the training; plus neighbors, including those from diverse communities, and other organizations such as HOPE Coalition	Ongoing
Goal 13.B: Strengthen risk-management practices through all city-related safety departments			
» Strategy 13.B.1: Improve community awareness, knowledge, and prioritization of emergency preparedness.	Sustainable, Healthy, Resilient	Emergency management team, City communications department, community organizations to share the information	Short-term
» Strategy 13.B.2: Develop, maintain, and assess emergency preparedness plans that mitigate all hazards and build resiliency.	Sustainable, Resilient	Emergency management team	Short-term
Goal 13.C: Red Wing's Fire Department will provide the community with the highest level of fire suppression, advanced medical care, technical rescue, disaster management, fire prevention, and public education.			
» Strategy 13.C.1: Increase customer service and engagement with the public.	Healthy, Accessible, Equitable	Fire department staff and leadership, City community engagement staff; organizations and businesses willing to get trainings and assessments	Short-term
» Strategy 13.C.2: Strengthen internal management and training to ensure top-quality staff.	Sustainable, Resilient, Equitable	Fire department leadership	Short-term
» Strategy 13.C.3: Maintain quality equipment, apparatus, facilities, and technology to meet the mission of the department and the needs of the community.	Sustainable, Resilient	Fire department leadership and staff, City Council	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 14.A: Build an outstanding school district with innovative, safe, respectful schools where staff feel supported and all students are connected and can succeed academically and emotionally.			
» Strategy 14.A.1: Fully implement the School District’s Education Plan	Sustainability, Health, Accessibility, Resiliency	School District, Businesses, Non-profits, Government	Ongoing
» Strategy 14.A.2: Improve school climate for the social/emotional well-being of all students	Health, Resiliency, Equity	School District	Short
» Strategy 14.A.3: Attract and retain high-quality teachers by providing ways for teachers and staff to be the best in their arena by empowering them to reach excellence	Sustainability, Resiliency, Equity	School District (Teachers and school board)	Short
Goal 14.B: Create an environment where the whole community feels responsible for the education and well-being of all its children.			
» Strategy 14.B.1: Help the community understand why creating this kind of community—where everyone is responsible for its children—is essential for making our town thrive and prosper.	Sustainability, Resiliency, Equity	Every Hand Joined, School District, City, Businesses, Public Library, Non-profits	Long
» Strategy 14.B.2: Expand mentoring programs for all youth	Sustainability, Health, Accessibility Resiliency, Equity	Youth Outreach, School District, Community Development Organizations, Chamber of Commerce, Red Wing, Ignite, City, Every Hand Joined	Short
» Strategy 14.B.3: Foster engagement with the broader community through activities and programs so more people are connected and responsible for our children’s well-being	Sustainability, Health, Accessibility Resiliency, Equity	School District, Faith-Based Communities, Library, City, Chamber of Commerce, Economic Development Orgs, Whole Community	Short
Goal 14.C: Strengthen educational opportunities citywide for people of all ages.			
» Strategy 14.C.1: Develop a visionary, forward-thinking plan and overall outlook toward citywide education so Red Wing can consistently adapt to the future.	Sustainability, Health, Accessibility Resiliency, Equity	School District, Library, Community Education, City, Full Community	Long

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 14.C.2: Offer more training and re-training opportunities for all, making sure to remove barriers and provide flexibility to meet people where they're at so people have the skills they need.	Sustainability, Health, Accessibility Resiliency, Equity	School District, Chamber of Commerce, MN State College SE, Red Wing Ignite, Every Hand Joined, Library, Community Education, Businesses, Non-profits	Long
» Strategy 14.C.3: Create more opportunities for fun, recreational learning with access to all that builds a creative economy, adds to our economic development, and provides a stronger, intergenerational sense of community.	Sustainability, Health, Accessibility Resiliency, Equity	Community Recreation, Library, Non-profits, Businesses	Short

