



**Third Draft of 2019 Strategic Plan
With Council Comments from 4-13-19 Workshop**

April 16, 2019

VISION

Red Wing **thrives as** ~~is~~ a vibrant, **creative** river town that values its natural environment, welcomes all people ~~and ideas~~, and unlocks opportunity for everyone.

Clean copy: Red Wing thrives as a vibrant, creative river town that values its natural environment, welcomes all people, and unlocks opportunity for everyone.

The word “thrives” was added back in to be more action-oriented and aspirational and reiterate the 2040 focus. The word “creative” was added back in; the phrase “promotes creativity” was discussed at the workshop but sounded wordy when fine-tuning the sentence—but it can be added back in if the Council desires. We also worked with the desire to include the word “bluffs” into the vision per a Council member’s request. The results we drafted were a bit cumbersome and repetitive with “natural environment,” but we welcome some options from Council using this word if desired.

MISSION

We strive to create a sustainable, healthy, accessible, resilient, and equitable community where every person ~~belongs and~~ feels at home.

Clean copy: We strive to create a sustainable, healthy, accessible, resilient, and equitable community where every person feels at home.

Council members felt the last segment was redundant so a portion has been deleted.

Our Core Principals

We are Sustainable: We meet our present needs without sacrificing the ability of future generations to meet their own needs. We are successful when we manage our natural, financial, and human resources today while we plan for a successful tomorrow.

We are Healthy: Our health consists of physical, mental, fiscal, and social health. We know true health arises from everyone having safe and affordable resources we take pride in: jobs, housing, education, healthcare, transportation, nutrition, the environment, neighborhoods, government, arts and culture, parks, and recreational opportunities.

We are Accessible: We work so all residents have equal access to information, services, transportation, facilities, and involvement. We want to be a place where all residents feel they belong and have open, easy, meaningful ways to connect with neighbors, organizations, and local government.

We are Resilient: We adapt and grow despite everyday stresses and periodic shocks. We use evidence-based approaches and collaborative partnerships to find solutions so we can emerge stronger after tough times and live better in good times.

We are Equitable: We strive to be fair and just, without barriers. We listen to residents early and throughout decision-making processes. We consider all impacts of plans, policies, and procedures, and we work to decrease any negative or unintended consequences.

Our Areas of Focus

What We'll Do: We will collaboratively create a sustainable, healthy, accessible, resilient, and equitable **community where every person feels at home**. *Edited to better reflect the mission on page 1.*

How We'll Act: We will create and maintain strong partnerships and foster an active, healthy community where everyone feels welcomed, connected, represented, and encouraged to shape Red Wing's future.

Who We Are: We will strive to be a forward-thinking, creative, competitive employer that attracts and retains top-quality employees and helps employees reach their full potential.

Note: The following pages include number and letter references in parenthesis at the end of most action items. These reflect where the action item is identified in the Red Wing 2040 Community Plan.

What We'll Do

*We will collaboratively create a sustainable, healthy, accessible, resilient, and equitable **community where every person feels at home.** Edited to better reflect the mission on page 1.*

Housing: *We will work so everyone has a safe, affordable, healthy place to live.*

1. **Encourage the reuse and renovation of existing buildings, upper floors, and underutilized properties for housing**, especially those properties located downtown and in the Old West Main Street area. (8.A.1.)
2. **Expand opportunities and create a multi-faceted program that reinvigorates houses** (owner-occupied *and* rental homes), focusing first on homes geared toward low- and moderate-income households. (8.C.2.)
3. **Evaluate zoning, subdivision, and other regulatory standards to provide flexibility and cost reductions** in housing options, including allowing for more small homes. (8.A.2.)
4. **Investigate and establish policies and incentives that increase energy efficiency and decrease the carbon footprint when constructing or renovating houses and buildings**, including being mindful of building materials, practices, and systems. (3.A.2.)
5. **Re-establish the Rental Licensing Program** to assure that rental properties meet basic maintenance and life-safety standards. (8.C.1.)
6. **Work with community partners to develop a coordinated communication program or resource kit that informs renters, landlords, and new homeowners about their rights and responsibilities.** Investigate creating a renter-advocacy group or service that provides additional assistance to renters. (8.C.1.)
7. **Collaborate with a consultant and community partners on a long-term solution for residents who are homeless or at risk of becoming homeless.** This may involve a strategy that includes transitional housing options that are holistic and flexible. (8.B.1.)
8. **Expand the Housing Trust Fund** so we're able to pay for and reach the results we need through our other housing strategies. (8.B.2.)

9. **Create a successful system for aggressively promoting all available building sites that ~~would will~~ attract ~~more~~ development of ~~market-rate rental housing for all ages~~, a mix of housing options for all people.** (8.D.2.) *Per Council request during the 4-13-19 workshop.*

The Economy: *Our prosperous economy will empower and create opportunities for all of us while being dependable for future generations.*

10. **Develop a strategy that addresses the economic impacts associated with the Prairie Island Nuclear Generating Station’s potential licensing termination in 2033 and 2034.** Establish a community task force to develop internal and external steps for possible transition. (9.D.1.)
11. **Produce a coordinated, citywide Economic Development Strategy** that utilizes an asset-based approach to think creatively and build a successful direction for the future. This strategy will include the following components: (9.A.1.)
 - a. Work with our local economic development partners to align efforts. (9.A.1.)
 - b. Better communicate the programs and financial incentives available. (9.A.1.)
 - c. Improve our plan to market our land and building opportunities. (9.A.1.)
 - d. Create a marketing campaign that highlights Red Wing as a top regional ~~get-away~~ destination for outdoor recreation, arts and culture, and more in order to grow our tourism, population, and economy. Work with community partners and potentially a consultant who specializes in this field. (7.A.2.)
 - e. Build awareness in the community that economic vitality is dependent upon quality offerings and strong support in the areas of arts and culture, outdoor recreation, and local education. (9.C.2., 14.B.1.)
12. **Re-evaluate and improve our business retention and recruitment programs.** (9.A.2.)
 - a. Monitor, evaluate, and improve the city’s Customer Service Coordination Program. (9.A.2.)
 - b. Assess Red Wing’s business incentive policies and programs and re-evaluate the business-friendly financing opportunities available. (9.A.2.)
 - c. Place additional focus on retaining current businesses. (9.A.2.)
 - d. Create recruitment program that targets employee-owned and socially-aware businesses, which balance purpose and profit.
 - e. Build stronger relationship with Prairie Island Indian Community to support growth endeavors. (9.A.2.)

13. **Revisit and update important area plans, including the Downtown Action Plan and the Old West Main Street Master Plan.** (9.A.3.)

The Environment: *We recognize the value of nature and we commit to being a role model in minimizing environmental impacts while leaving a sustainable legacy.*

14. **Establish a Climate Action Plan** that encompasses specific ways our city can have an impact on this global issue. The plan will include local climate policies, objectives, and metrics within our control. (3.A.1., 3.A.2, 3.A.4.)

15. **Create and implement a comprehensive Waste-Management Plan** that will substantially reduce the amount of solid waste going into landfills and/or incinerators, focusing on the following methods:
 - a. Expand our recycling efforts with a multi-pronged approach. (3.D.1.)
 - b. Increase organic composting at both the Solid Waste Campus and throughout the community. (3.D.2)
 - c. Decrease our amount of waste citywide. (3.D.3.)
 - d. Review and update our long-term plan for burning waste, including planning for potential post-incineration. (3.E.4.)

16. **Support, promote, and manage healthy green spaces that includes these actions:**
 - a. Lead the way in vegetation management to remove invasive plant species, maintain natural open spaces, and sustain environments and micro-climates that support beneficial native **plant and** animal species. (E.C.2.) *Requested by Council at 4-13-19 workshop.*
 - b. Use diverse, indigenous, drought-tolerant, and pollinator-friendly flora and fauna. (3.C.1.)
 - c. Reduce the need for irrigation, mowing, and fertilizer/pesticides on city lands. (3.C.8., 3.E.2.)
 - d. Support additional open-space preservation endeavors. (3.C.4.)
 - e. Continue to support and increase community gardens. **(11.B.)**

17. **Increase energy efficiency and decrease the city's carbon footprint**, with an emphasis on the following: (3.B.1., **3.B.2**, 3.B.3)
 - a. Create, utilize, and incentivize energy-efficient **and low carbon-footprint** building policies, focusing on conservation and sustainability. **(3.B.2.)** *Requested by Council in order to be consistent with language in other sections.*

- b. Encourage solar energy projects. (3.B.3.)
- c. Continue participating in energy planning programs. (3.B.3.)
- d. Consider re-evaluating local solar and wind-energy regulations. (3.B.3.)
- e. Keep updated on trends and upcoming changes in transportation opportunities. (3.B.1.)
- f. **Develop a transportation transition plan to move toward next-generation vehicles. This will include working toward** an energy-efficient and low carbon-footprint fleet of city vehicles. (3.B.1.) *Per Council member's request at 4-13-19 workshop.*

18. Encourage and support policies and practices that ensure all residents have easy, reliable access to safe, affordable, healthy food. (11.B.) *This topic was added to the plan per Council's request at the 4-13-19 workshop. Strategy #18 can include solely the bold overarching strategy language above or it can also include more detailed actions like (a) and (b) below.*

- a. Continue to support policies that protect, promote, and expand healthy food options such as farmers' markets, food stands, food trucks, and other food outlets. (11.B.)
- b. Review and update regulations and practices that govern activities such as urban farming, backyard gardening, and community gardens in order to foster and expand local food production. (11.B.)

Parks and Recreation: *We enhance, promote, and maintain outstanding trail, park, and recreational facilities.*

- 19. **Develop 10-Year Strategic Plans and Capital Improvement Plans to implement the master plans for A. P. Anderson Park, the Upper Harbor/Bay Point Park, Memorial Park, and Colvill Park.** The Community Recreation Joint Powers Board will play a key role in bringing community ideas forward and reviewing and recommending park master plans to the Advisory Planning Commission. (7.C.8. and 11.B.1.)
- 20. **Develop new neighborhood parks in areas where parks are lacking, will improve residents' quality of life, and/or encourage future economic development.** (7.C.6.)
- 21. **Continue to implement the He Mni Can [Heh-Meh-NEE-Cha]-Barn Bluff Master Plan improvements.** (7.C.9.)

22. **Design and complete a continuous riverfront trail between Bay Point Park and Colvill Park. (7.B.4.)**
23. **Increase support for facilities, spaces, and programming that encourage free or low-cost recreational opportunities in the outdoors, including through the Community Recreation Joint Powers Board and the Park Naturalists program. (7.A.1., 7.A.2. 14.C.3.)**

Land Use and the Built Environment: *We balance preservation of open space and historic landmarks with well-designed, sustainable development to maintain a unique and healthy community. **This Land Use section was moved here after the Parks and Recreation section to keep it close to similar topic areas.***

24. **Think creatively and support redevelopment projects that use land efficiently and embody accessibility, equity, sustainability, and walkability. (4.A., 4.B., 4.C., 8.A., 8.D.)**
 - a. Encourage vertical mixed-use projects that include residential living spaces on upper levels and retail and/or services on the ground level. (4.C.1.)
 - b. Promote minimizing the footprint of a building in areas where land resources are fixed. (4.C.1.)
 - c. Support higher-density housing as a portion of redevelopment projects. (4.B.1., 4.C.1.)
 - d. Promote and use energy-efficient and low carbon-footprint building practices. (3.A.2, 4F.) *Per Council request to stay consistent with language from other sections.*
 - e. Consider what's needed to build momentum and get projects off the ground.
25. **Prioritize development, redevelopment, and reuse of vacant parcels within built areas.** in order to boost revitalization and improve livability (in both residential and non-residential areas). Accomplish by collaborating with others such as the HRA, Port Authority, developers, community partners, and private individuals. (4.B.1.)
26. **Review and update the city's zoning and subdivision ordinances and maps to encompass flexibility and safety and ensure other strategies in the 2040 Community Plan can be implemented. (4.A.1.)**
27. **Value and encourage reinvestment in historic and cultural properties. (4.E.1.)**
 - a. Promote restoring degraded historic properties, encourage reusing older historic and homes, and support using historic design standards when building city/state/federal funds are connected to a residential rehabilitation project. (4.E.1.)

- b. Create a communication system with Prairie Island Indian Community (PIIC) in which both the city and PIIC know of major construction projects early and continue communication throughout projects to ensure sacred land and/or archeological resources are identified and considered in the process. (12.A.4.)

Getting Around/Transportation: *We will work so it's economically and environmentally sustainable and safe for people of all ages and abilities to get where they're going.*

28. **Continue to preserve and maintain the city's transportation system, with a focus on upgrading streets, sidewalks, and paved trails** where needed, especially our documented priority areas. Continue to make improvements as mandated by federal ADA (Americans with Disabilities Act) standards. (6.A.1.)
29. **Design streets using Complete Streets and Safe Routes to School guidelines and plans.** Use traffic-calming techniques whenever possible when building or rebuilding streets to improve safety for all, especially pedestrians and bicyclists. (6.B.1.)
30. **Create a plan to design and find funding for fixing Red Wing's most dangerous intersections** as outlined in the 2019 Transportation Plan. (6.A.1.)
31. **Assess, evaluate, and improve Red Wing's public transportation options, resources, and facilities for all ages and abilities.** This may include formulating a task force to review and make recommendations, and working with Hiawathaland Transit. Continue to keep a pulse on trends and keep an open mind to all new and future transportation modes. (6.C.1.)
32. **Revive the process of building sidewalks in priority gap areas over time,** in both residential and non-residential areas, as directed by the Mayor's Task Force's 2016 Pedestrian Plan and Policy Report. (6.E.1.)
33. **Create a citywide plan that outlines access routes for emergency response vehicles.** This plan will show how many access routes emergency response vehicles have to each residence and institution in order to increase safety. (6.B.1.)
34. **Investigate funding options for street and sidewalk projects** that allow projects to be paid for by all residents, which would eliminate special assessments and place less financial burden on specific people. (6.D.1.)

35. **Consider the infrastructure needed for future transportation modes (such as electric vehicles) when planning, updating, and building new** streets, parking lots, and single- and multi-family housing units. (6.E.1.) *Per Council request at 4-13-19 workshop.*
36. **Continue to support the Red Wing Regional Airport** as it continues to significantly add to the city's transportation system, economic vitality, emergency services, and recreational and learning opportunities. (6.B.1, 6.B., and 9.C.1.)

Public Safety: *We foster a culture of respect, collaboration, and innovation so Red Wing is a safe place to live for everyone.*

37. **Increase staff training and planning for all emergencies** (including cyber attacks). Develop and/or assess all emergency preparedness plans and improve the communication system so messaging is consistent to the public during emergencies. (13.B.2.)
38. **Increase community outreach to improve residents' awareness and knowledge of how to prepare for a wide range of emergencies.** Engage community partners to assist in this work. (13.B.1.)

~~**Improve communication from police and fire departments to City Council members and the public** regarding practices, programs, trends, ideas, and concerns via media outlets, face to face methods, and City Council meetings. (13.C.1.)~~ *Item was deleted per Council request at 4-13-19 workshop.*

39. **Expand hiring practices so police and fire department employees better reflect the demographics of the community.** (13.C.2.)
40. **Maintain and improve our community-policing framework** that focuses on top-quality equity training, ensures practices are fair and consistent for everyone, and integrates police officers directly into the neighborhoods in which they serve. (13.A.2.)
41. **Maintain quality equipment, facilities, and technology to meet the police and fire departments' missions and to fulfill the needs of the community.** Keep updated on all trends and future needs. (13.C.3.)

Arts and Culture: *We value the role government can play infusing art throughout our community.*

42. **Develop a Red Wing Arts and Culture Plan.** This plan will explore formal and informal structures that could interface between the city and members of the arts and culture

community. The goals of a potential structure would be to encourage grassroots partnerships, help emerging and existing artists and businesses, highlight our community's creative economy, and demonstrate the positive economic impact arts and culture has on Red Wing. The plan would also draft arts and culture policies and lay out a system in which the public could easily connect with government on their ideas. (10.A.2.)

43. **Incorporate art into capital projects from the beginning.** Institute a framework that requires planners, designers, and/or consultants to consider the aesthetic side of capital projects from the start. (10.B.3.)
44. **Investigate available funding options.** This may include grant opportunities and potentially designating a percent of the project's cost toward aesthetic and artistic elements. (10.A.3.)
45. **Support and encourage the creative use of indoor and outdoor spaces for artistic activities, projects, performances, and programs.** Make it easier for people to navigate the approval process for place-making projects, and encourage temporary demonstration projects, performances, and installations, when appropriate. Work with community partners to examine policies and remove barriers. (10.B.2.)

Infrastructure and Utilities: *We recognize the importance of a planned, well-maintained utility system that protects our water and provides us with the facilities and services we need to thrive.*

46. **Update and adopt the city's Storm Water Management Plan.** (3.E.1)
47. **Infiltrate, detain, or retain surface water as close to where rain falls as possible** in order to limit runoff reaching the Mississippi River and tributaries. (5.A.3.)
48. **Continue to rehab storm-sewer tunnels and line sanitary-sewer pipes to maintain capacity and integrity.** (5.D.5)
49. **Maintain, upgrade, and rehab current storm water ponds.** (5.A.5.)
50. **Continue to replace sanitary-sewer, water-main, and storm-water pipes during street reconstruction projects.** (5.C.2.)
51. **Fix erosion problems in large ravines.** (5.A.4.)

52. **Develop policies so our municipal utilities of sewer, water, and energy can expand and provide for population growth in an orderly manner that discourages leap-frog development and minimizes the impact to our bluffs. (5.C.1.)**
53. **Continue maintaining and upgrading our water treatment and waste-water treatment facilities to meet or exceed the required standards for water quality. (5.B.1.)**
54. **Continue designing, constructing, and maintaining the water supply system infrastructure in coordination with the sanitary-sewer and storm-water system improvements. Create a plan that presents long-term sites and options for a new treatment facility so we're prepared if one is needed in the future. (5.D.5.)**
55. **Collaborate with private providers to ensure our future utility and communication services can meet the needs of our residents and businesses and facilitate growth without compromising the quality of our natural environment. (5.E.)**

Lifelong Learning: *We collaborate in creative ways to educate and inspire residents, visitors, and our own employees to reach their full potential.*

56. **Develop mentor-apprenticeship programs that may attract and train talented students and young adults to work for city government. (14.B.2.)** In addition, partner with the school district, our state college, and other community partners to **support mentor-internship opportunities at the City of Red Wing. (14.B.3.)** *Per Council request at 4-13-19 workshop.*
57. **Continue strong support for our Public Library,** which acts as the central community gathering place where people of all ages and abilities can learn, experience, connect, and grow. (14.C.3.)
58. **Support and advocate for more intergenerational and culturally diverse programming and learning experiences through the Sheldon Theatre, Public Library, Community Recreation Joint Powers Board, Park Naturalists Program, and other city-based avenues.** Much of this programming is low- or no-cost. (9.C.2., 12.D.2., 14.C.3.)

How We'll Act

We will create and maintain strong partnerships, be responsive to residents, and foster an active, healthy community where everyone feels welcomed, connected, represented, and encouraged to shape Red Wing's future. Shuffled the order of some of the strategies below, but all language has stayed the same, except where noted on #69.

59. **Be more purposeful in monitoring, evaluating, reassessing, and improving our policies and systems so they are fair and equitable for all.** This includes continuing to strengthen the city's "Health in All Policies" approach in all facets of our work, including incorporating our health-equity toolkit into policy decisions, so this approach becomes the normal way we operate. (12.D.1.)
60. **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, our Hispanic community, and residents of all backgrounds who may feel isolated, unwelcome, or disconnected. (12.A.4.)
61. **Establish creative ways for city government staff and elected leaders to meet and interact with the public.** This includes creating a system in which it's easy for residents to approach city government with a concern, complaint, question, or idea. (12.A.1.)
62. **Continue to find ways for the public to give input into the decisions that affect them.** (12.A.1.)
63. **Develop stronger partnerships with our school district, county government, and Tribal Council by creating a Council of Governments** so councils and boards can regularly meet, discuss partnerships, and inform each other of upcoming initiatives. (12.A.4.)
64. **Consistently evaluate and reassess the way our city government makes information and services accessible and transparent to all residents.** Research and consider making improvements in the ways we provide information in multiple languages. This may include the use of translation apps, kiosks, and other methods throughout each city department and/or service. (12.A.1.)
65. **Develop consistent and transparent ways to identify gaps and measure community progress,** especially as it relates to metrics and goals outlined in Red Wing's 2040 Community Plan and our city government's 10-Year Strategic Plan. (12.A.2)

66. **Encourage more people of different ages and backgrounds to get involved with and participate in city government**, especially as appointed and elected positions. (12.B.1.)
67. **Involve more youth in city government** through a variety of ways, including enacting an active Youth Council that advises City Council and brings forth ideas on a variety of issues. (12.B.1.)
68. **Research and discuss potential programs or practices revolving around building stronger neighborhoods.** (12.A.3.)
69. **Create an independent resolution process** available to any **one resident** who has a City agency concern or conflict ~~an issue or concern regarding the police department~~ **that may benefit from an independent review and/or moderator.** (13.C.1.) *Idea to expand this strategy came from staff; Council liked and approved the change at the 4-13-19 workshop. This strategy was moved to this How We'll Act section because it fits better here.*
70. **Actively look to regional, state, federal, and international communities, as well as our own**, to learn about creative, innovative ways to build relationships, solve issues, and expand our city's opportunities. *Staff moved this strategy from Lifelong Learning to this spot because it fits better with the How We'll Act section.*

Who We Are

We will strive to be a forward-thinking, creative, competitive employer that attracts and retains top-quality employees and helps our employees reach their full potential.

Our Work Place Culture: *We will emphasize and reward learning, creativity, risk taking, and innovation.*

71. **Create a system where employees collaborate regularly with their supervisors to create individual goal plans** that will empower staff members to develop professionally and promote pride in their public service.
72. **Encourage and fund education and conference opportunities for employees to look outside our community and bring back new ideas.**

73. **Implement, evaluate, and continually improve WINGIN University**, the city's comprehensive orientation program for employees, so staff is more knowledgeable, engaged, and proud of the City's many services and responsibilities.
74. **Expand technology to improve employee efficiency and satisfaction.** This may include providing for more off-site accessibility for work schedules and offering online options for employees to see **their** individual **employee** benefits. *Staff added for clarity.*

Our Future Work Force: *We will be proactive in identifying and planning for future jobs and employees in our organization.*

75. **Continue succession planning that provides for the orderly replacement of key positions.**
76. **Implement a system to hire formerly incarcerated men and women.** Often this will involve hiring those coming out of our local facilities, including but not limited to hiring those who've already worked and trained with our city staff. (14.C.2.)