

# Community Initiatives

Community Initiatives are an essential component of the Red Wing Comprehensive Plan. This section identifies how the Plan is to be implemented by posing recommendations for public and private actions to achieve the community's Vision and the many good ideas that have resulted from the planning process. These initiatives work collectively with the guiding principles and policies identified throughout the Plan.

Over the next few decades, Red Wing will experience a number of changes, some of which are foreseen in the Plan and some of which will be entirely unanticipated. Adapting to those changes will require flexibility. Since not all ideas and proposals will conform to the specific directions within the Plan, the Vision and Guiding Principles serve as “yardsticks” to assess those ideas and proposals for consistency with the bigger picture. Decision makers may find a proposal to be compatible with the Vision; and therefore, find changes to the Comprehensive Plan to be appropriate. Changes to the Plan require a meaningful and transparent public process.

Community Initiatives are identified to provide an ongoing dialogue regarding planning for the future of Red Wing with clear and explicit directions for implementing the Comprehensive Plan. The initiatives should serve as a tool and direction for City Council, staff and advisory boards in setting annual work programs, goals and budgets. Finally, initiatives provide a means for general citizenry to continue to be engaged in Community growth and development and volunteerism.

## Summary of Implementation Initiatives

Three core principles were emphasized throughout this plan: 1) that as the community evolves it will focus on integrating and building the green infrastructure system; 2) that future new development will be focused in and around key activity centers and 3) that future land use policy and regulations will emphasize a design character that is telling of Red Wing's historic character and uniqueness.

Following each initiative, a summary matrix illustrates the general time frame, core responsibilities and cost for implementation. As annual goals and work programs

*No one solution is the ultimate answer to community development challenges and problems. Innovation is encouraged by maintaining a degree of flexibility and interpretation in the plans policy direction. However, the integrity of the plan is maintained by demonstrating consistency with the Vision and Guiding Principles.*

*Comprehensive Plans are not static documents. Rather they are dynamic plans that inspire innovative thought and a desire for progress.*

*They should be reviewed and updated on a regular basis.*

**Key:**

**\$** = Little or no cost to the responsible party. In most cases, the cost is associated with staff time to carryout the action items. (\$0-\$50,000).

**\$\$** = The costs are primarily associated with staff time, further studies and documentation and in some cases construction dollars of minor infrastructure improvements. (\$50,000 - \$250,000)

**\$\$\$** = The cost is primarily associated with construction dollars for infrastructure improvements and will require multiple parties to carryout and coordinate. (\$250,000 - \$500,000)

**\$\$\$\$** = Implementing the action item will require large-scale regional infrastructure improvements that will involve multiple parties to achieve. (\$500,000 +)

*The intent is to update these tables as information becomes available and amend changes as they occur. By doing so, the plan will begin to monitor the progress of the initiatives set forth.*

are established, these initiatives should be updated, expanded upon and checked off when completed.

**Community Initiatives**

**1. Understand Available Financial Resources**

Implementation of the Comprehensive Plan takes a combination of public and private actions. Public actions require a public investment and some private actions will require a partnering financial effort as well. When possible, public investments should seek to leverage private investments. While there is not a bottomless pot of money to tap into, there are a variety of financial resources available to undertake community development projects and initiatives. However, the tools of today may become outdated and should be reviewed on a regular basis. City staff and decision makers will need to retain a current working knowledge of all of the tools that can be used to create specific implementation strategies and apply those resources to the appropriate strategy when advising decision makers. A financial toolbox should be developed identifying available resources such as State and Federal Grant and Loan programs, Foundation Grant and Loan programs, City operating budgets and Capital Improvement Program funding, Tax Increment Financing or TIF policy, Tax Abatement, Philanthropic opportunities, Special Taxing Districts, Special Service Districts or Business Improvement Districts, bonding or borrowing, local option sales tax, referendums,

etc. The City should subscribe to newsletters and database organizations that match grant programs with community interests. One such program is the Minnesota Sustainable Communities Network, or MnSCN ([www.nextstepminnesota.org](http://www.nextstepminnesota.org)).

1. Understand Available Financial Resources	
Time Frame	Annual
Core Responsibilities	Staff
\$, \$\$, \$\$\$, \$\$\$\$	\$

**2. Conduct Annual Reviews of the Comprehensive Plan**

Red Wing will continue to grow and change in the foreseeable future. New data and information about the community will be made available from time to time as new measurements are made. The Comprehensive Plan and its referenced plans and community context information should be formally reviewed on a regular basis (annually or biannually) to assess progress on attaining the community’s Vision and to continue a dialogue about the community’s future. The annual review should focus on both the success and failures, if any, of the Plan. The results of this dialogue should lead to potential modifications or amendments to the plan. Annual review of the Comprehensive Plan should include widespread community participation, allowing

Red Wing to continue to benefit from its active citizenry. Following the Plan's Guiding Principles to be an open government and encourage public decision-making, participants should include members of the City's boards and commissions, representatives of the school district and community organizations, residents, business owners and other interested parties. The Planning Commission should serve as the principle entity charged with this review.

Additional elements of the Comprehensive Plan will be completed over time and should be adopted as amendments as they are completed. During the course of updating the this plan, the following projects were underway: Transportation Plan, Technology Plan and the Airport Master Plan.

2. Review Comprehensive Plan	
Time Frame	Annual
Core Responsibilities	Technical Staff Boards/Commissions City Council
\$, \$\$, \$\$\$, \$\$\$\$	\$

### 3. Use the Comprehensive Plan Daily

An effective Comprehensive Plan is one that suffers from excessive use as demonstrated by worn edges, coffee stains and scribbled notes in the margins. As this Plan

takes a new approach to comprehensive planning, its benefits will only be seen with daily consultation, review and evaluation. The Plan should be used on a frequent basis not only by the community's planners, but by other city staff, decision makers, advisors and developers. The Comprehensive Plan can be used as a:

Guide and educational tool for other community organizations –The growth of Red Wing is facilitated by many community interests, including the school district, business community, developers, and other special interest groups. The Plan should be promoted to these groups, not simply as a marketing tool, but as a resource in the development of their own plans which articulate the community's Vision and direction.

City Staff Resource – The Plan should be used most often by City Staff. The Plan is a guide for staff's recommendations and responses to inquiries from the community about development. It is the responsibility of City Staff to ensure that the Plan is being kept current, and when inconsistencies arise, to facilitate resolution through a community forum and a public process.

Policy Guide to Decision Makers and Advisors – Advisory Boards, particularly the Planning Commission, and City Council members but also the Port Authority, Housing Redevelopment Authority and Downtown Businesses (maybe through a re-emergence of the Downtown Mainstreet Program or the Chamber of

*Red Wing's Vision and Guiding Principles pay tribute to making wise choices in public investments. Being aware of and understanding available financial resources is critical to achieving the vision.*

*Red Wing 2020 is an existing organization that could be used as a conduit to help community organizations understand the Comprehensive Plan and how it can be used in their mission and day to day operations.*

Commerce) are charged with making recommendations and decisions about the growth and development of the community. The Comprehensive Plan’s Vision, Guiding Principles and policies should be the “yardstick” to which innovative ideas are measured as to how well they achieve the community’s shared Vision.

**Basis for Setting Annual Goals and Work Programs** – The community’s advisory boards, commissions, civic groups/organizations and City Council should (and in many cases already do) establish goals and work programs on an annual basis. The Comprehensive Plan, and particularly the Community Initiatives, should serve as a basis for identifying future projects and directions.

**Guide for Ongoing Regulatory Changes** – Following the adoption of the Comprehensive Plan, an update to the Zoning and Subdivision Ordinance will commence to determine and correct any inconsistency with the directions outlined in the Comprehensive Plan. This Comprehensive Plan presents an opportunity for Red Wing to take a new direction relative to regulatory systems that places the focus of development codes on design form rather than on single uses. Regardless of the degree of change, future requests to amend official tools will be brought forth. The Plan should be used to evaluate the merits of such change requests.

3. Use Comprehensive Plan Daily	
Time Frame	On-going
Core Responsibilities	Technical Staff Boards/Commissions City Council
\$, \$\$, \$\$\$, \$\$\$\$	\$

#### 4. Update/Modify Official Tools and Regulations

The Zoning and Subdivision Ordinance are the official regulatory tools to implement the Official Land Use Plan and its associated policies. The Comprehensive Plan provides the “nexus” to the specific laws in the City’s ordinances and allows implementation of ideas that help the City reach goals outlined in the Guiding Principles. The judicial system has often cited inconsistencies between the Comprehensive Plan and the Zoning Ordinance when siding against the community in a zoning dispute. The Zoning Map and its supporting text are the primary sources for implementing the Land Use Plan. In general, the Zoning Ordinance Map and the new Land Use Plan should be thoroughly reviewed for inconsistencies.

##### *Form-Based Zoning*

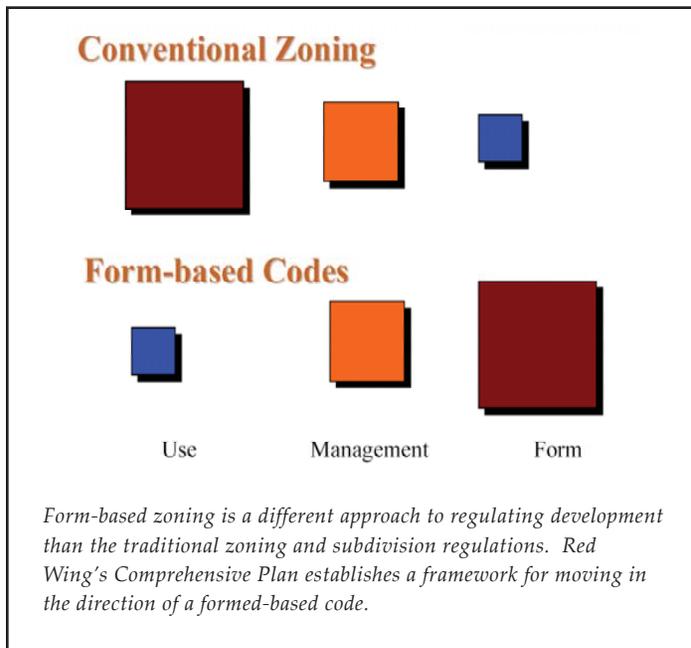
The City of Red Wing’s current zoning ordinance is limited in its ability to influence and shape development towards the desired pattern and form expressed through the Comprehensive Plan. Like many zoning codes, Red

Wing’s existing land use regulations focus on “land use” as the principle regulating feature. Districts are organized around permitted or conditional uses and density or lot size. For example R-1 permits one and two family housing structures at a density of 4 dwelling units per acre.

Under form-based zoning, city codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. Focusing on the physical form first helps designate the character of development and guide proper land use

within each district. The Comprehensive Plan establishes broad land use categories focused on articulating a desired pattern and character of development within certain geographic areas. A form-based zoning approach will enable the City to more clearly articulate and ultimately achieve the desired pattern and character of uses within the districts.

Moving from the existing land use regulations to a form-based zoning code is no small ordeal. Some might suggest a whole-sale out with the existing code and in with the new. However, a more realistic approach may be to consider applying form-based zoning to a few districts at a time starting with key Activity Centers like Old West Main or Anderson Center and potentially with some of the more historic neighborhoods where preservation of housing form and character is needed. Red Wing’s subdivision regulations should also be updated to reflect the policies design directions identified throughout the plan. Specific areas of attention will be in park dedication practices, sidewalk and street design patterns.



4. Update/Modify Official Tools and Regulations	
Time Frame	2008
Core Responsibilities	Technical Staff Boards/Commissions City Council
\$, \$\$, \$\$\$, \$\$\$\$	\$\$\$

*A Focus Area Plan provides an opportunity to better characterize a community's desired vision for an area. It also identifies the public infrastructure needs that will ultimately leverage private development.*

**Potential Focus Area Plans**

- Old West Main
- Pottery Place
- Anderson Center
- County Market  
(Downtown East)
- Midtown
- Southtown  
(Update to Hi-Park  
Village Master Plan)

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## 5. Conduct Focus Area Plans for Transforming Areas

As new development continues, a detailed planning process will enhance the coherency of development patterns, and will present the greatest likelihood of guiding development consistent with the intent of the Comprehensive Plan and the City's Vision. A key purpose of conducting focus area plans would be to establish a more detailed land use plan that illustrates how a larger area with multiple property owners develops in a manner consistent with the Plan. Focus Area Plans go beyond land use to ensure appropriate design character, streetscape, open space systems and public infrastructure systems that accommodate development and redevelopment but also maximize the ability to leverage quality private investments. Use of Focus Area Plans will help the City meet its goals of implementing quality land development, a part of the guiding principles of this Plan.

Completion of a Focus Area Plan could be triggered by one of two events. One reason would be a community decision to direct new development or redevelopment to a certain area of the community where there exists a need for improvements to infrastructure systems. A public need could be associated with economic development, telecommunications, transportation, the environment or schools. A second trigger for a Focus Area Plan would be a developer or landowner who wishes to plan a

development project that should be considered in a larger context.

Each Focus Area Plan would be completed under the direction of City, HRA, Port Authority staff and Council with direct involvement from the advisory boards, commissions, community groups and the general public. The Focus Area Plan would also involve developers or developer representatives and landowners or landowner representatives within the defined neighborhood. Focus Area Plans could be funded by the City, carrying the costs until such time that development occurs. As development occurs, City costs would be re-captured through public improvement assessments. Sharing costs with land owners and developers could also offset the public cost. Depending upon what is being addressed in the planning process, regional or state agencies may also participate in the cost of such planning efforts providing a regional issue is being addressed.

It is intended that Focus Area Plans would be adopted as an amendment to the Comprehensive Plan so that it carries greater significance relative to land use and zoning decisions. Once the Focus Area Plan has been adopted by the City, it serves as a guiding document for future development. As preliminary and final plats are submitted to the City, they would be checked for consistency with not only the Comprehensive Plan, but the Focus Area Plan as well. Red Wing has a strong history of planning in this manner. Examples of the

Focus Area Plan include the Hi-Park Village Master Plan, the Riverfront Redevelopment Plan, the Open Space Initiative and the Upper Harbor Master Plan.

5. Conduct Focus Area Plans	
<b>Time Frame</b>	1 per year to be prioritized at annual goal-setting workshops
<b>Core Responsibilities</b>	Technical Staff Boards/Commissions City Council
\$, \$\$, \$\$\$, \$\$\$\$	\$\$\$

### 6. Prepare Streetscape Plans for Key Street Corridors

The image of the community was raised as a key issue at various public meetings throughout the community vision and planning process. These concerns ultimately led to the notion of preserving community character and establishing a sense of place unique to Red Wing as a guiding principle. One feature that contributes to a strong community sense of place is the appearance of transportation corridors or streetscapes along heavily traveled roadways and streets which serve as gateways into the community. Streetscape features can go a long way toward enhancing a community’s image at key “gateways” into the community or into specific districts. The Comprehensive Plan identifies key districts in Red Wing that are marked by geographic features such as Hay Creek and Spring Creek as well as development patterns and uses such as the Anderson Center, Pottery

Place or Downtown Red Wing. As roads are improved or improvements are made, the City should establish streetscape plans in conjunction with MnDOT or Goodhue County that accentuate Red Wing’s character and contribute to a sense of place. Sustainable design patterns (green infrastructure), native plantings and features that relate to surrounding development patterns should be core elements of streetscape designs.

In addition the City should work to fully implement the Community Signage Program that will replace existing entrance signs and develop a way-finding signage system based on a logo and identity unique to Red Wing.

6. Prepare Streetscape Plan for Key Roads and Intersections	
<b>Time Frame</b>	Annual
<b>Core Responsibilities</b>	Technical Staff
\$, \$\$, \$\$\$, \$\$\$\$	\$\$

### 7. Develop a Strategy for Open Space Preservation

The preservation of open spaces and environmental corridors throughout the community are key to preserving character in Red Wing and essential in the City’s goals for enhancing its sustainability and balancing urban development and the natural ecosystem. There are still many opportunities to shape future development as Red Wing continues to grow. Open spaces can be preserved through a combination of public and private efforts including the purchasing of lands by public entities,

conservation easements, foundation contributions, grants, private donations, cluster developments, transference of development rights, and development regulations. The land use plan establishes a solid policy direction and foundation for the preservation of key open space areas that reflect pristine natural environments, scenic viewsheds and opportunities to preserve and accentuate rural character. The foundation is established through the Open Space Design Overlay in Chapter 5 and appearing as an overlay designation on the land use plan. Exploration of open space design tools, such as cluster developments, conservation easements, or out right acquisition of significant natural resources should be conducted and incorporated into the City’s regulations where appropriate. Directions for design can be taken from the policies established in Chapter 5 under the Open Space Design Overlay description (see page 5-19) or available planning and subdivision design resources that focus on rural and open space landscape design such as Rural by Design by Randall Arendt. The City may also want to consider citizen referendums for bonding or special sales tax assessments to generate revenues for open space acquisition or conservation easements.

<b>7. Develop a Strategy for Open Space Preservation</b>	
<b>Time Frame</b>	1-3 years
<b>Core Responsibilities</b>	Technical Staff Boards/Commissions City Council Environmental Advocacy Groups Regional Agencies
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### **8. Develop Storm Water Best Management Practices Guide for Red Wing**

Storm water management systems are a key component to reducing the rate of runoff, improving water quality and recycling water back into the groundwater systems. Initiatives that work to better manage and reduce storm water runoff contributes to the overall goals of preserving sensitive environmental amenities within the City. A federally mandated storm water pollution protection plan (SWPPP) will be adopted in 2007 and needs to be implemented and monitored. The need for maintaining and updating this plan that directs and shapes the development of storm water management systems grows along with urban development and new technologies. The watershed management plan identifies goals, problems and potential solutions related to the runoff management, flood control and water quality in the City of Red Wing. The SWPPP establishes a list

of operational education and regulatory actions that the City will implement. Storm water management practices are required for new developments that are over a certain size threshold through the City of Red Wing's zoning ordinance. Smaller developments (less than an acre) do not have the benefit of such guidance. Existing developments were built without the technology and benefit of understanding impacts. A stormwater management guide could focus on how to fill the gap of improving existing conditions and providing guidance to smaller development projects. Such practices should be periodically reviewed and measured to determine how well they are meeting desired objectives. Funding strategies for financing projects that benefit the greater community should also be explored. The establishment of water quality incentives and fees is an option that would encourage more sustainable storm water management practices. There are many successful models across the country of such a practice.

<b>8. Development Storm Water Management Best Practices</b>	
<b>Time Frame</b>	2007
<b>Core Responsibilities</b>	Technical Staff Boards/Commissions City Council Environmental Advocacy Groups Regional Agencies
<b>\$, \$\$, \$\$\$, \$\$\$\$</b>	<b>\$\$</b>

## 9. Continue Economic Development Strategies

Expanding the commercial and industrial base of the City is an ongoing effort and one that will continue to build Red Wing's reputation as a great place to do business. The City's history of successful economic development suggests that most of its initiatives should continue. An Economic Development Plan for the City of Red Wing was completed in 2002 by the Port Authority and the City Planning Department. An initiative should be to update this plan, to re-evaluate the key goals and to incorporate directions learned through the comprehensive planning process. Five key goals were established in the 2002 plan:

1. Strengthen Red Wing's economy by expanding and diversifying the commercial, industrial and service sectors, while expanding the tax base and bringing in new capital investment to the community.
2. Address the needs of Red Wing's present economic foundation by maintaining and enhancing all sectors of Red Wings present economic base.
3. Improve the skills, education and talents of the citizens of Red Wing to better meet the needs of a changing economy and the economic needs of Red Wing's citizens.

4. Ensure there is an adequate supply of housing to meet the needs of all the residents of Red Wing.
5. Ensure there is adequate infrastructure, both traditional and high-tech to support a healthy economy.

Through the planning process, it was recognized that a priority should be to make Red Wing a great place to live as an economic development strategy. The ability to start a business or re-locate a business has a great deal (if not everything) to do with the desire of the owners and employees to live in Red Wing. Identifying, strengthening and celebrating the quality of life indicators should be a core economic development initiative. Traditional means of economic development should not be abandoned. Identifying new, effective strategies for Red Wing are best learned by listening and building relationships with existing businesses and business prospects. Initiatives (many of which are already performed by the Port Authority) which benefit economic development efforts include:

- a. The Business Retention Program or a system of regular meetings with existing businesses to explore needs and future opportunities through individual meetings and group forums. These meetings and forums should be primarily focused on listening and understanding what is working and what is not. Using the information from

these meetings, Red Wing should work with local partners to address the needs identified. These meetings also provide an opportunity to promote the vision and ideas within the Comprehensive Plan.

- b. Active participation in efforts to extend the Red Rock Commuter system to connect to Red Wing supporting a stronger connection to labor markets and the cultural and entertainment values of the Twin Cities.
- c. Meetings with local commercial realtors and site selectors to promote the community and its resources, as well as understand business needs and possible impediments to locating in Red Wing.
- d. Acknowledgment and promotion of local businesses and their employees for their contributions to the community through press releases, newsletter articles and recognitions for anniversaries or notable expansions.
- e. An examination of Red Wing's home occupation regulations with an eye toward encouraging and supporting the success and growth of local business and entrepreneurship.
- f. Identification and marketing efforts to industry businesses which would complement and/or benefit from close proximity to existing Red Wing

businesses and/or existing labor force (i.e. value added industry).

- g. Creation of a supportive business and entrepreneurial environment through connections to local resources, business networks, start-up financing, business incubation opportunities, and development of quality public infrastructure. Technology such as high speed data systems and Wi-Fi are critical components that support growth and development in the business industry.

9. Continue Economic Development Initiatives	
Time Frame	On-going
Core Responsibilities	Technical Staff Port Authority
\$, \$\$, \$\$\$, \$\$\$\$	\$\$

### 10. Participate in State Legislative Efforts

State legislative actions often have an impact on how local communities conduct day to day planning administration of their community. The City’s Vision names good governance as a key aspect of community health; good governance relies on officials who are informed and committed to finding opportunities for constituents and their community. Legislative actions relative to the environment, energy, regulation of the provision of municipal services, governance, state transportation, planning and zoning rules are continually

being discussed and amended during legislative sessions. The City of Red Wing should continue to take a proactive approach to engaging its House and Senate representatives to represent the City of Red Wing’s interest in these regional issues. Cooperation with adjacent jurisdictions is also a critical component when advocating or lobbying for particular legislation.

10. Participate in State Legislative Efforts	
Time Frame	On-going
Core Responsibilities	Staff City Council
\$\$, \$\$\$, \$\$\$\$	\$

### 11. Maintain and Update Capital Improvement Plan

Another tool for implementation is the Capital Improvement Plan (CIP), which establishes schedules and priorities for projects generally over a five year period. The City first prepares a list of all public improvements that will be required in the next five years, including transportation and community facilities projects. Then all projects are reviewed, priorities are assigned, cost estimates prepared, and potential funding sources identified. The City can determine which projects should be financed through annual tax receipts, which require public borrowing, and which may be eligible for outside sources of assistance.

**The Comprehensive Plan provides an emphasis on capital improvements that promote:**

- \* Sustainable development including green infrastructure systems (storm water improvements, energy efficiency, resource recycling),
- \* Connections that foster stronger mobility through and within the community; and,
- \* Reinvestment in infrastructure systems in areas that are trying to transform as activity centers.

The City’s financial resources will always be limited and there will always be competition for community resources. The CIP allows the City to provide the most critical public improvements, yet stay within budget constraints. Many of the recommendations of this Comprehensive Plan should be programmed into the CIP which is annually updated. Through the CIP, recommendations can be prioritized, budgeted and programmed into the City’s decision making process.

11. Maintain and Update Capital Improvement Plan	
Time Frame	Annual
Core Responsibilities	Staff City Council
\$, \$\$, \$\$\$, \$\$\$\$	\$\$-\$\$\$

## 12. Pursue Public / Private Partnerships

Often a means to achieve a desired objective that has a public benefit but is something more often (or better off) done as a private initiative is the formulation of partnerships. Partnerships may be formed with public sector (government), private or not for profit entities. A first step in establishing a public private partnership is to determine the organizational aspect of the partnership. Is it led by the private, the public or a not-for-profit entity? Three areas of potential partnerships that could be explored include:

### *Public Arts—objectives might include:*

- Develop a community wide public arts strategy.
- Facilitation of a public art works review board.
- Lead the effort to commission community art works.
- Provide a physical space for functions or activities.
- Ensure an on-going financial resource for public arts.
- Implement the idea of a “shoe” museum to celebrate the rich history of this industry in Red Wing.

### *Environmental Stewardship Program—objective to promote environmental stewardship:*

- Provide outreach and education—schools, developers, businesses, etc.
- Provide a funding mechanism for demonstration projects promoting environmental design, sustainability and green infrastructure.
- Build sustainable best management practices into public improvement and operational activities.
- Establish a community organizational approach to developing and monitoring a sustainability action plan for Red Wing. This could take the form of a city sponsored or NGO sponsored committee, commission, task force or non-profit organization that would help to facilitate and encourage community sustainability policies, programs, and projects.

**Public / Private Partnerships could be formed for the following initiatives:**

- Public art
- Environmental stewardship
- Downtown Mainstreet program

*Downtown Mainstreet Program—objective to maintain a strong and vital downtown through business development, promotion and quality design:*

- Provide increased funding for a professional staff person and programming.

*Historic Preservation (HPC with private preservation focused entities)—objective to preserve the rich cultural and historic resources of the built environment:*

- Continue to research and survey Red Wing’s rich historic and archaeological resources
- Review and administration of historic conservation districts.
- Education and promotion of restoration programs, techniques and resources.
- Lead the effort to commission interpretive design elements in public and private improvement projects.
- Explore on-going financial resources for historic preservation and interpretation.

12. Pursue Public / Private Partnerships	
Time Frame	3-5 years
Core Responsibilities	Staff
\$, \$\$, \$\$\$, \$\$\$\$	\$\$

### 13. Utilize Recreation and Tourism for Economic Development

Many residents and visitors are unaware of the recreation opportunities in Red Wing. Awareness is the first step toward expanded and efficient use of public facilities. The City should add maps of the city park and trail system at key locations similar to the map kiosk at Levee Park, print park and trail brochures showing the recreation options and put graphic park and trail system information on the City web site. New park signs would also raise awareness and interest in City parks. Use of a consistent design theme in park furnishings (benches, trash containers, lights) also helps raise identity and enhance the appearance. People appreciate gardens and colorful landscaping. The use of accent plantings in parks can be expanded to improve aesthetics and to create a welcoming entrance and character for city parks.

Parks and recreation play a key role in the economic health of Red Wing. People come to see history, rock climb, bike, stroll, boat, play in a sports tournament, drive along the river, view a play or hear a concert. These choices are about a quality experience.

Parks themselves boost local land values. Property located next to a park or open space has a higher value than other properties without proximity to parks. Scenic views are an amenity for residential and non-

residential properties. Many new developments tend to locate around an amenity – a river or lake, a town, leafy green streets, etc. The amenities of parks, trails, natural resources, and greenways are often the catalysts for revitalization of a city or an area.

Red Wing, with its unique natural resources (river, bluffs, creeks, etc.), is well positioned to appeal to a wide range of recreation-oriented visitors and to attract new residents and entrepreneurs who value recreation and a natural setting. The City, Chamber of Commerce and Red Wing Visitor and Convention Bureau should partner to promote access to the bluffs, river and natural areas to appeal to adventure sports participants– mountain biking, rock climbing, kayaking and its natural resources to appeal to people interested in bird watching, hiking, environmental education, etc.

The City can build on the success of the Cannon Valley Trail by extending the trail to downtown and along the river. A trailhead closer to downtown in the Upper Harbor would allow trail users to park near downtown, use the trail and conveniently visit local shops and restaurants.

A significant investment in Red Wing’s Upper Harbor can provide active recreational access to several thousand acres of wild and scenic land located in the Cannon River bottoms and can serve as the west connection to a string of exceptional riverfront parks connecting Bay Point Park, Levee Park, Barn Bluff and Colvill Park.

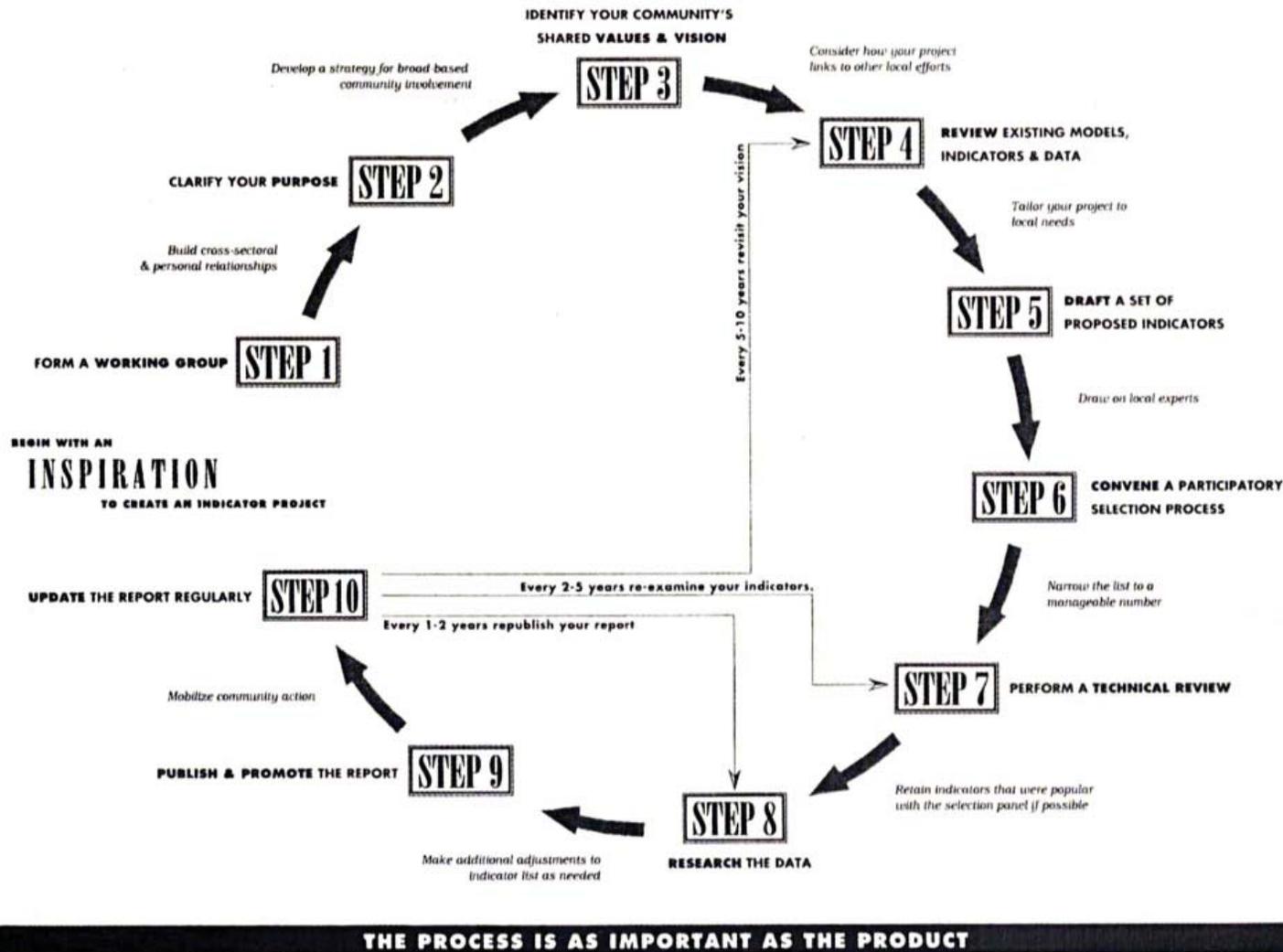
There are also many more partnership opportunities with Prairie Island including tourism, trail connections, history/heritage, cultural and performing arts. Red Wing has a substantial art community. Interest in art, history and gardens are three strong emerging trends. Red Wing has the opportunity to capture this emerging market through public and private actions and events. Public art (such as the Red Wing shoe sculptures) can build community identity while attracting tourism.

<b>13. Utilize Recreation and Tourism for Economic Development</b>	
<b>Time Frame</b>	On-going
<b>Core Responsibilities</b>	Staff
<b>\$, \$\$, \$\$\$, \$\$\$\$</b>	\$\$\$-\$\$\$\$

#### **14. Increase Awareness and Implementation for Public Art**

The City should investigate eligible sources of funds for public art, including allocations from the capital budgets of various departments, general fund allocation for program management and maintenance, special service districts, and fundraising strategies for augmenting city resources fees, including grant requests to government, foundation, corporation, and other appropriate entities, as well as private fundraising activities (such as allowing citizens to make gifts dedicated to memorials or new art projects). The city should also leverage funds or actions

**THE COMMUNITY INDICATORS PROCESS**



**Community Indicators Process.**

Phillips, Rhonda. Community Indicators. PAS Report Number 517. APA December 2003.

of private developers, and state and county agencies involved in public improvement projects in Red Wing.

Public art sites should be selected based on their public access (visual or actual) and their ability to accommodate another aesthetic voice in the architectural design, after which a variety of artwork possibilities can be suggested. For example, a public plaza, particularly one in which people may sit, is often a prime site for artwork. If the budget is fairly small, the artwork might use elements already included in the construction budget, such as pavers or landscaping. If the budget is more substantial, freestanding artist-fabricated elements (sculpture or custom seating) might be possible.

14. Increase Awareness and Implementation for Public Art	
Time Frame	On-going
Core Responsibilities	Staff Art programs/organizations
\$, \$\$, \$\$\$, \$\$\$\$	\$\$\$

### 15. Develop a Means to Measure Success / Community Indicators

A large part of this planning process has been about developing a land use pattern and public policy that supports a community’s ability to endure the tests of time. J.C. Nichols, a founder of the Urban Land Institute and a real estate developer best known for the creation of

the Country Club Plaza in Kansas City once stated, “An intelligent city plan thinks impartially for all parts of the city at the same time, and does not forget the greater needs of tomorrow in the press of today. It recognizes the economy of preventive measures over corrective costs. It is simply good, practical hard sense.” This quote pays tribute to the notion that sustainable building practices may cost more in the short term, but over time will reap greater economic rewards.

The methods of defining success related to this plan must go beyond the physical projects that have been conceptualized. The underlying goal is to make Red Wing a more sustainable community, and to foster public and private initiatives that recognize and celebrate Red Wing’s character and qualities. “Checking off” projects as they are completed are one measure of success, but it is important to look beyond that.

Many of the policies and initiatives of this plan are long term oriented and it will seem like progress is waning as the community awaits the next big project to be “checked off.” Patience is important as the nature of a Comprehensive Plan is evolutionary and long term.

The City has begun assembling a “base-line” of quantitative and qualitative information about the community using Geographic Information System (GIS) technology. GIS allows for the spatial representation of information, or more simply said, the ability to map

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various qualitative and quantitative features relative to geographic relationships. This information can be characterized as “livability” or “community” indicators. Progress in these areas should be measured. Based on the results of this progress, the policies and directions of the plan may need to change. It is important, however, to act in a considered and strategic manner to make the change, rather than be arbitrary or hasty in re-directing on-going efforts.

The City should establish a set of Community Initiatives to help measure how its neighborhoods meet the objectives, policies and Vision of Red Wing. These indicators should be measured on a regular basis.

*The following might be used as indicators for success:*

#### *Economic Development*

- Average wages
- Job growth
- Number of start up businesses
- Unemployment rates
- Sales
- Hotel stays
- Growth in taxable valuations
- Growth in lease rates for commercial and office uses
- Vacancy rates for commercial, industrial and office spaces

#### *Housing Affordability*

- Community reinvestment/investment  
*(annual building permits)*
- Benchmarking housing starts
- Median housing prices
- Median Income

#### *Education*

- High school graduation rates
- Percent of student enrollment  
*(elementary, middle, high)*
- Mobility *(how many students start school year enrolled but don't finish or start midway)*
- Diversity of student enrollment
- Percentage of higher education
- Test scores
- Average class size
- Youth involvement
- Library service measurements

#### *Health and Wellness*

- Birth rates
- Medical admittance
- Walkability/bikeability

#### *Governance*

- Candidates running for election
- Voter participation
- Collaborative projects

*Governance (con't.)*

- Development project approvals
- Citizen satisfaction surveys
- Crime rates by type and location

*Human Relations*

- Demographic diversity
- Language immersion in schools
- Immigrant work force
- Crime
- Environment

*Natural Resources Protection*

- Air quality
- Water quality
- Infiltration
- Erosion
- Resource Conservation
- Energy consumption
- Water consumption
- Recycled materials used
- Waste reduction
- Preservation or loss of agricultural lands

*Land Use and Development*

- Land consumption
- Population/housing/employment density
- Impervious surface coverage
- Infrastructure services (*homes and businesses served by technology*)

*Mobility*

- Accessibility
- Transportation
- Traffic delays
- Traffic accidents (*by type/severity*)
- Mode Split (*trips by car, bike, transit, walk, boat*)

15. Develop a Means of Measuring Success	
Time Frame	On-going
Core Responsibilities	Technical Staff Boards/Commissions City Council
\$, \$\$, \$\$\$, \$\$\$\$	\$\$\$

### Community Initiatives Summary Table

Initiatives	Time Frame	Core Responsibilities	\$, \$\$, \$\$\$, \$\$\$\$
1. Understand Available Financial Resources	Annual	Staff	\$
2. Conduct Annual Reviews of the Comprehensive Plan	Annual	Technical Staff Boards/Commissions City Council	\$
3. Use the Comprehensive Plan on a Daily Basis	On-going	Technical Staff Boards/Commissions City Council	\$
4. Update Official Tools and Regulations	2008	Technical Staff Team Planning Commission	\$\$\$
5. Conduct Focus Area Plans for Transforming Areas: <ul style="list-style-type: none"> <li>County Market</li> <li>Pottery Place</li> <li>Old West Main</li> <li>Anderson Center</li> <li>Midtown Area</li> <li>Southtown (Hi-Park Village) Area</li> </ul>	One Plan per year to be prioritized at annual goal setting workshops	Technical Staff Boards/Commissions Council	\$\$\$
6. Prepare a Streetscape Plan for Key Road Corridors	Concurrent with street reconstruction	Technical Staff	\$\$
7. Develop a Strategy for Open Space Preservation	1-3 years	Technical Staff Boards/Commissions City Council Environmental Advocacy Groups Regional Agencies	\$\$
8. Develop Stormwater Best Management Practices Guidelines for Red Wing	2007	Technical Staff Boards/Commissions City Council Environmental Advocacy Groups Regional Agencies	\$\$

Initiatives	Time Frame	Core Responsibilities	\$, \$\$, \$\$\$, \$\$\$\$
9. Continue Economic Development Initiatives	On-going	Technical Staff Port Authority	\$\$
10. Participate in State Legislative Efforts	On-going	Staff City Council	\$
11. Update and Maintain the Capital Improvement Plan	Annual	Staff City Council	\$\$-\$\$\$
12. Pursue Public Private Partnerships: <ul style="list-style-type: none"> <li>Public Arts</li> <li>Environmental Stewardship</li> <li>Downtown Mainstreet Program</li> </ul>	3-5 years	Staff	\$\$
13. Utilize Recreation and Tourism for Economic Development	On-going	Staff	\$\$\$-\$\$\$\$
14. Increase Awareness and Implementation for Public Art	On-going	Staff Art Programs/ Organizations	\$\$\$
15. Develop a Means to Measure Successes through Community/Livability Indicators	On-going	Technical Staff Boards/Commissions Council	\$\$\$