



Policy and Practice Project Report

September 2020 – November 2022

Provided to City Council on November 28, 2022

The Policy and Practice Project’s purpose was to identify and improve local government policies and practices that negatively affect some residents, especially residents of color, so government would work better for everyone. The project started in 2020 and aligned with the City’s mission to help Red Wing become a more sustainable, healthy, accessible, resilient, and equitable community where every person feels at home.

The project followed through on goals set forth in three key City plans: the Red Wing 2040 Community Plan, the City’s 10-Year Strategic Plan, and Red Wing’s Racial Equity Plan.

From the project’s beginning, the City of Red Wing acknowledged that implicit (unintentional) bias exists in policies and practices throughout society, including at every level of government. Minnesota has one of the country’s largest quality-of-life disparities between white residents and residents of color, and eliminating those disparities requires an understanding and focus on systems, policies, and daily practices.

Background

In the summer of 2020, City Council met to discuss what it would do to address racial disparities spotlighted by the murder of George Floyd and the Covid-19 pandemic. One of the Council’s priorities was to form a community group that would identify the inequitable differences in how people experience life in Red Wing and give insights into how local government could change its own policies and practices to lessen those disparities and make our community a better place for everyone to live.

Residents attended multiple City Council meetings to give ideas and feedback into this idea, and in July, the approach of a 12-member Advisory Team on Government Policies and Practices was created. The team would consist of people of varying ages, races, ethnicities, and backgrounds, and the project would value life experiences and open dialogue.

Nomination forms for Advisory Team members went out to the community in late summer, and the City received nominations for 60 people, with 84 nomination forms in total (some people were nominated more than once). The Council, Mayor, and a resident-led selection committee each had a part in choosing the team. For details on this process, visit <http://www.red-wing.org/DocumentCenter/View/4023/Selection-Process-of-Team-Members-PDF>.

Criteria for team members included the following:

- Person offers a unique perspective.
- Person listens, identifies as, understands, or works with an under-represented group.
- Person has valued skill(s) that will be helpful in this team.
- Person has shown they want to work as a team that can have a range of differing opinions.
- Person has not been very involved in the past with government bodies.
- Person helps create a diverse group of people as a whole.

Below are the team members who gave their time to this project:

Full Term (Sept. 2020 to Dec. 2022)

Steve Blaine
Alexis DeVries
Michael Lickness Holmes
Sara Kern
Cory Koplín
Liz Magill
Cholwe Hantuba Walker

Partial Term (Varied dates)

Martin Bradford
Juan DeLaFuente
Doug Larsen
Sam Malcom
Yadira Ramos
Yaneth Huerta Santiago
Rachael Savage
Thomas Young

The Work

The team met for 26 meetings over a period of 27 months, starting in early September 2020. Meetings were mostly monthly – the second Wednesday of each month – for two hours from 6:00 to 8:00 p.m. Meetings were held virtually for many months because of Covid-19 restrictions and then were held in person in the Community Development Building. The team began by meeting with the police department online for the first 4 months, then eventually met with every department in the City and the City’s housing partners. For each topic and department, team members learned about the City department and its role and duties, talked about life experiences as they related to that department, considered new ideas and best practices, and offered suggestions and recommendations for change.

People who would like to review the Advisory Team agendas, materials, summary notes, and recordings can visit <http://www.red-wing.org/1032/Policy-and-Practice-Project-Meetings>. This website page has been available to the public throughout the project’s duration so people could consistently follow the team’s topics and discussions.

More than 120 pages of summary notes encapsulate the meetings, and a link to that document is also located on the web page. In addition, a document outlining the funds that were budgeted and spent on this project is available there.

The Recommendations

The chart on the following pages is a summary of the team’s recommendations over the course of the entire project—providing more than 110 recommendations in total. The Advisory Team presented recommendations to City Council three times in 2020 and 2021, and since that time, the team has made many more. The chart in this report is categorized alphabetically by City department, based on which department would be most responsible for implementing each suggestion. At the end is a section specifically for City Council.

The chart also notes if or how the City has progressed so far and where the City is in the process.

The City has already put into motion many of the team’s recommendations since this project started. In November 2021, for instance, City Council approved the City’s 2022 Strategic Racial Equity Action Plan, which included many of the Advisory Team’s early recommendations, and City staff has been working to implement those proposals. Additional Advisory Team recommendations will be included in the 2023-2026 Red Wing Equity Plan, which will be brought before City Council at the end of 2022.

Highest Priorities

Now, in late 2022, at the end of this Advisory Team’s tenure, the group raises these actions as its top priorities for the City in 2023:

- Expand language accessibility for residents in every department.
- Increase police officer presence in parks, neighborhoods, schools, and streets to build relationships, which will improve community health and safety.
- Work with housing developers to create more affordable and supportive housing units by the end of 2024.
- Continue to require City accountability. City boards and commissions should continue to be accountable to City Council on equity strategies identified by each board/commission. City staff should continue to be accountable to City Council and their supervisor on equity strategies identified in the Red Wing Equity Plan.

What Now?

The first page of recommendations, titled “Continuing the Work,” outlines recommendations for how the City should prioritize equity in its plans, policies, and practices in the future. Those suggestions are also listed here:

- A community group should come together in three years to review the Advisory Team's recommendations, gauge the City's progress on action items, and identify ways to continue moving equity work forward. This group would be independent of a board/commission, meet short-term, and provide a report of findings.
- The City should conduct regular community surveys to help measure where residents feel equity improvements are being made and where more are still needed.
- The City should continue updating its Equity Plan so it keeps equity a focus of City work. The Equity Plan will be a living document that changes over time.
- Every board and commission should continue to identify equity actions as part of its annual and 5-year plans and report back to City Council on its work. Also, each City department should continue to have equity goals as part of their work, and department heads should be accountable for these in their annual reviews.

In Thanks

The City of Red Wing and the City Council humbly thank all the Advisory Team members for their efforts. We are grateful for their honesty, dedication, and persistence. They have made our City more aware and purposeful in becoming a more equitable organization. The City still has work to do. Our goal is to make people's lives better in Red Wing, and this project has helped us take a big step forward.

Summary of Advisory Team Recommendations September 2020 to November 2022

Departments are listed in alphabetical order and start on page 6.

Color Key: Green Bar = Work Has Started; No Color = Not Started Yet.

Area or Department	Advisory Team Recommendation	In 2022 Racial Equity Plan	In Draft 2023-2026 Equity Plan	Where Red Wing Is Now in November 2022	
CONTINUING THE WORK	(A) A community group of residents should come together in three years to review the Advisory Team’s recommendations, gauge the City’s progress on action items, and identify ways to continue moving equity work forward. This group would be independent of a board/commission, would meet short-term, and provide a report of findings.		X	Group would be brought together in mid-2025.	
	(B) City should conduct regular community surveys to help measure where residents feel equity improvements are being made – and where they are still needed.		X	First survey would be slated to happen in mid-2023.	
	(C) City should continue updating its Equity Plan so it keeps equity a focus of City work – as highlighted in the 2040 Plan. The Equity Plan will be a living document that changes over time.		X	City Council will consider approval of a three-year Equity Plan at the end of 2022.	
	(D) Every board and commission will continue to identify equity actions as part of its annual and 5-year plans and report these plans to City Council.		X	X	Most boards and commissions are drafting their 5-Year Plans with equity goals identified; Council will review these plans at its annual workshop.
	(E) Each City department will have equity goals as part of their work expectations, and department heads will continue to be accountable for these in their annual reviews.		X	X	Council will review each department’s equity goals at its annual workshop. These goals are part of staff members’ annual reviews.

ADMIN. *Community Engagement Division	(A) Create a system for people to find information and resources on human rights, and provide an avenue for people to report discrimination in all areas.			X	The Human Rights Resource Connection is being promoted community-wide starting at the end of 2022.
	(B) Write a City Q&A series to educate the public on general city government topics, including housing, law enforcement, and other topics of interest to the community. Articles will be translated into Spanish.			X	Staff has started compiling a list of questions from residents. Series will start January 2023.
	(C) Conduct community surveys on a regular basis to help measure where residents feel equity improvements are being made – and where they are still needed.			X	First survey will be slated for mid- to late 2023.
	(D) Continue gathering community feedback and updating the City’s Equity Plan so equity remains a focus of City work. The Equity Plan will be a living document that changes over time.			X	City Council will review and consider approval of a Draft Equity Plan 2023-2026 at the end of 2022.
	(E) Engage with residents and owners/managers in mobile home neighborhoods to listen to concerns. Seek out how the City may be able to assist with those concerns.			X	This could be part of Community Engagement’s work plan for 2023 or 2024.
	(F) Organize small and medium-sized events so department heads, staff, and elected leaders can get out and meet with residents in neighborhoods. --Include the “speed dating” format where people talk in small groups for short periods of time. --Plan some without a specific agenda – just a chance for residents to talk and bring questions. --Possibly “open-mic” night for people to share ideas.			X	The Advisory Team did a test-run of the “speed-dating” format and it worked well. Community Engagement plans to do this in 2023 with groups from the public to talk with City Council members, the mayor, and possibly department staff.
	(G) Set up meetings with members of the Hispanic community in neighborhoods to share City information. Some will focus on public safety topics and include staff members			X	First meetings could happen in second quarter of 2023.

from police and fire. Other topics: budgeting, home safety, public works questions and answers, etc.				
(H) Organize a system for translation services for each department.			X	Now working with Hispanic Outreach to translate many important materials in each department. Hispanic Outreach prefers to work on an as-needed basis right now before figuring out a specific contract for services.
(I) Keep youth involved in the planning of projects—especially parks, trails, playgrounds, skate park, etc. Examples: --Have kids draw pictures of what they would like in their park, community, etc.			X	Engagement will seek out specific ways to meet young people and teens where they're at to get feedback on upcoming projects.
(J) Implement a system to provide transportation services for board and commission members when needed.		X	X	We will pilot vouchers for the bus and Lyft and seek out additional options. (Childcare pilot partnership has been successful with the Y.)
(K) Continue to collect more data through the Red Wing Report Card. Disaggregate by race and ethnicity when appropriate and available.		X	X	The updated Red Wing Report Card will be available in a digital format in early 2023.
(L) Help residents get better informed about housing education classes and rental assistance programs.			X	Three Rivers and Goodhue County are promoting their classes more in Red Wing, and the City is promoting these opportunities across all media formats.
(M) Arts & Culture Commission and community partners will work together to create a graffiti wall and/or a digital mural to showcase an ongoing variety of artists, styles, and cultures.				The A&C commission has this item on their action list.
(N) Work with community partners to create a type of "Lift Up Leaders" program that gets emerging leaders of diverse backgrounds ready and excited to join local boards, commissions, and/or elected office. Must be flexible to meet the needs of residents.			X	This will be on a long-term plan for community engagement to work on with partners. Summer 2022 intern researched options and the work of other communities.

	(O) Create a neighborhood small-grant program so residents can take ownership of their area and accomplish projects with each other. Funds should be prioritized in neighborhoods where improvements are needed most.			X	This will be on a long-term plan for community engagement. Summer 2022 intern researched options and the work of other communities.
ADMIN. BUSINESS	(A) Make budgeting information easier to understand and more accessible online to the public so people feel they know where their tax dollars are going.			X	City has started using new software program that allows the public to see budgets anytime in an easy-to-read format. The City will publicize this tool in 2023 and share how the public can use it.
	(B) Put together a simple “cheat sheet” for people to understand the City’s budgeting process and how residents can be heard. Translate it into Spanish so staff members can use this when attending neighborhood gatherings with the Hispanic community.			X	
	(C) Provide important financial summary documents in Spanish, when possible.		X	X	Finance is now translating annual summaries and other materials into Spanish and will be sharing through media formats at the City and Hispanic Outreach.
	(D) When misinformation arises in the community, specifically about taxes and other finance-related topics, work quickly with the Communications and Community Engagement Divisions to share fact-based information the public can easily understand.				
ADMIN. SERVICES *Communication Division	(A) Continue to expand language accessibility and visual representation of different populations in communications materials, including videos, social media, online newsletters, etc. This includes written translation and verbal interpretation in videos when needed.			X	Materials and videos are now more visually representative of different types of people. More written materials and videos are getting translated and interpreted into Spanish.

	(B) Produce promotional material (written and/or videos) that lets people know the City welcomes people of <u>all</u> backgrounds to be employed and stay employed at the City of RW.			X	Could start in 2023.
ADMIN. SERVICES *Human Relations Division	(A) Increase the breadth of local locations when publicizing job openings, including for the Apprentice Program and for seasonal help. Ideas: --Send notices to all local secondary and post-secondary schools so students can apply and/or share with parents so the parents can apply. --Connect with Hispanic Outreach to share with their network.			X	Human Resources has started to expand how it reaches out with job applications. Will continue to expand and report on process in 2023.
	(B) Make sure all important human relations information, including job postings, are available in English & Spanish—and other languages as needed.			X	
	(C) Reduce bias in the selection and interview process.			X	HR now masks names in the first selection process. More steps will be taken.
	(D) Review and reconsider education and other requirements for more kinds of jobs and consider doing on-site training.			X	City has reduced the education amount necessary for some job postings. City is also implementing the Apprentice Program that will train employees on-site in a variety of positions.
	(E) Sponsor or support a citywide job fair for everyone in the community. City dollars could go toward interpretation, transportation, childcare services, and/or food. Information should be provided also to employers about inclusive workplace culture and steps for recruiting and retaining employees of a variety of backgrounds.			X	
	(F) Offer residents a type of objective complaint process if/when they are treated poorly by a City employee.			X	

	(G) Offer front-desk workers of the City some form of implicit bias training so they are more aware of maintaining empathy for residents who come to them for a service or question.			X	Workshop on December 6 for all City employees focuses on this topic. On Dec. 14 and 15, a 3-hour workshop will also be available for free to any customer service employee throughout the community.
	(H) Build pilot programs that give residents ways to learn about and get experience from City government. --Good example: The Explorer Program is held by police departments around the state. Promote through Hispanic Outreach to reach Hispanic teens, too. --A program that's welcoming to women and BIPOC residents to gain experience in City government.			X	
	(I) Offer as many student internships as possible, along with shadowing opportunities and apprenticeships. Continue participating in the student Flight Paths and Learn to Earn programs.			X	City currently participates in both of these programs and plans to continue.
	(J) Remove barriers for people with certain prior convictions so they have the opportunity to work for the City.			X	
	(K) Promote the Library's job services and other local resources so people know they can get help filling out an application and get assistance with interviewing skills.				
COMMUNITY DEVELOPMENT **HOUSING TOPIC	(A) Work with a developer to create more affordable housing units on an ongoing basis until Red Wing reaches the recommended 5% rental vacancy rate.		X	X	City is working with Three Rivers Community Development on a site and a state grant request for a new affordable and supportive multi-family housing facility. Progress will happen in 2023. Construction would potentially happen in summer 2024.

<p>(B) Work with a developer to create new <i>supportive</i> housing units. This means providing resident support services on-site until the person or family can move to longer-term housing.</p>		X	X	See above. This Three Rivers project is planned to include supportive housing units with Three Rivers on-site services and potential workforce training.
<p>(C) Prioritize work in mobile home neighborhoods. Begin by finding out what the city can and cannot do to ensure the best possible living situations for individuals and families.</p> <p>--Find ways that local government can improve structural safety in and around mobile home neighborhoods. Research with county and state to learn about our local options.</p> <p>-- Research if cities can mandate that local mobile home management companies offer contracts, licenses, and agreements to clients in any language requested by a client.</p>			X	
<p>(D) Help combat the stigma of affordable housing and NIMBY (Not In My Back Yard) thinking. Provide factual, data-driven information to community members when developers are looking at new housing projects.</p>			X	City is participating in the work of the Housing Strategy Partners and Hands for Hope.
<p>(E) Support the creation of a one-stop shop for necessary resources to serve people in the community – including those who are experiencing homelessness.</p>			X	United Way and partners are working to create a Goodhue County Resource Center. The City has approved seed money to help launch the first phase.
<p>(F) Support a Tenant-Landlord Program in Red Wing.</p>			X	Goodhue County is working with landlords. City may be asked in future to help collaborate on and/or support a future program.
<p>(G) Update housing code language and replace outdated terminology. (i.e. “half-way house” would become “supportive housing.”)</p>			X	Community Development will work through language and suggest changes to Advisory Planning Commission.

	(H) Research and pilot a small-home/small lot development project with amenities like green space, transportation options, and walkability.			X	Community Development staff has spoken with some residents about this possibility. More work needs to happen.
	(I) Research pros and cons of using Red Wing's lower median income instead of Goodhue County's higher medium income when calculating Tax Increment Finance projects.				The City could do additional research on who would benefit and who would be burdened and what the financial impacts would be to the City.
	(J) Make parking requirements in housing projects more flexible. (Not all people need 2 parking stalls per unit.)				The Advisory Planning Commission could look into options with the Community Development staff and make recommendations.
	(K) Help support a bolder HRA incentive program for homeowners, landlords, and developers to revamp vacant or dilapidated housing across Red Wing. --Work with HRA to increase funding for its Rental Rehab Loan Program and have HRA promote heavily to boost renovations of old and vacant properties. HRA could also research potential new programs and funding streams.			X	
COMMUNITY DEVELOPMENT *Non-Housing Topics	(L) Finalize and implement the Port Authority's upcoming loan program to help start-up businesses owned by women, veterans, and/or BIPOC people.		X	X	
	(M) Translate all important information into Spanish, including Public Hearing letters and notices.		X	X	The City is currently doing this for public notices, flyers, etc. City will extend to all neighborhood letters and updates in 2023.
	(N) Continue to support public art dedicated to the history and culture of Black, Indigenous, and People of Color in our community by working with residents, organizations, City Council, and city commissions.			X	The City is working on multiple public art and engagement projects with community partners in 2023.

	(O) Keep supporting community gardens and increase the number. Add accessible/adaptable garden plots to at least one location for those in wheelchairs and physical limitations.			X	City is working with a resident and community groups on possibly adding accessible garden plots in 2023 or 2024.
ENGINEERING	(A) Address speeding in neighborhoods. Pay particular attention to areas with school children, no stop signs, and roads with no sidewalks or trails.			X	City has begun work on a speed study to decrease speed zones in school areas.
	(B) Identify areas where new stop signs are needed in high-traffic areas.			X	
	(C) Design and fund infrastructure solution that addresses safety concerns at the intersection of Highway 58 and Pioneer Road near Red Wing High School. Work with school district and school families to gather input. <i>(Note: Some members also shared student safety concerns if a tunnel is built as the solution because of lack of visibility.)</i>			X	City has submitted a federal Safe Streets and Roads for All grant request for this work. Awards are made in January 2023.
	(D) Continue working toward improving the five trail areas identified in the 2022 safety survey.			X	City has submitted a federal Safe Streets and Roads for All grant request for this work. Awards are made in January 2023.
	(E) Improve the intersection of Highway 58 and Guernsey Lane. This would also improve student safety at and around the high school campus.			X	City has submitted a federal Safe Streets and Roads for All grant request for this work. Awards are made in January 2023.
	(F) Continue to fix and fund sidewalk replacements when sidewalks have been pushed up by city-owned boulevard trees. This will especially help those with physical limitations.			X	
	(G) Translate important construction project information into Spanish.		X	X	The Old West Main Street project and the 7 th Street reconstruction project materials are being translated.

FIRE DEPARTMENT	(A) Start a junior firefighter or EMS program. Could utilize the high school's Flight Paths program to get students interested.				
	(B) Increase education through the following ways: - Drivers' education classes - After-school programs like Youth Outreach, HOPE Coalition, and Hispanic Outreach tutoring - Kids' Junction (at school district) - Sports practices at the schools			X	Fire will start doing drivers' education classes in early 2023.
	(C) Partner with the Chamber of Commerce to promote hands-only CPR classes to business community.			X	
	(D) Meet with residents and staff in senior housing facilities to increase their knowledge and reduce the number of calls to the Fire Department.			X	
HRA - HOUSING	(A) Add local incentives & education that will encourage more landlords to start accepting Housing Choice Vouchers (otherwise known as Section 8 vouchers). This would decrease the waiting list for low-income housing.			X	County has begun building relationships with landlords so this may help for future work.
	(B) Provide and promote a more robust housing assistance program for undocumented residents.			X	Encourage agencies to consider more programs and outreach.
	(C) Create a bolder incentive program for homeowners, landlords, and developers to revamp vacant or dilapidated housing across Red Wing. Research potential new programs and funding streams.			X	
	(D) Assist in finding a partner who could provide an up-to-date, accessible list of affordable housing options for residents – or something resembling this that helps people know what's available.			X	

	(E) Work with partners so Red Wing can have a stable, consistent emergency shelter system.			X	
	(F) Work with County Housing Specialist to research if the county or HRA could fund another Housing Advocate that could focus on Red Wing.				
	(G) Provide most important materials in Spanish and English. Work with Hispanic Outreach and their translation services.			X	
LIBRARY	(A) Increase language accessibility --Translate signs and other significant material into Spanish—especially those publicizing events. --Increase Spanish-language collection of materials.			X	
	(B) Provide more easy ways for the public to share ideas for library programming. --A more prominent suggestion box display, white board, etc.			X	
	(C) Diversify speakers & author events: --More LBGTQ speakers / authors --More on topic of mental health and wellness.			X	
	(D) Host more events outside the library's walls. Involve community partners when appropriate. --Also try scheduling times at housing facilities (for families and seniors) so people can learn about the library's services, sign up for a library card, etc.			X	
	(E) Increase promotion of the library, its events, and its resources (including the tutoring and job skills programs). --Post in more places to reach more people. (Laundry mats, grocery stores, Hispanic markets, transit station, gas stations, shops, City's utility bill insert, radio, public bulletin boards, etc.)			X	Library has been hosting a table at more community events, like River City Days and the Hispanic Heritage Festival. Staff is planning more for 2023 to get the library out into the community.

	--Host a table at community events --Host events and place flyers in spots like multi-family housing facilities				
	(F) Find ways to provide more access to services for people without transportation and those who live at the Haven of Hope women’s shelter. --One example could be Library Lockers.			X	
	(G) Reach high school students for positions such as the library’s page. Participate in a Job Fair at high school.			X	
	(H) Build a network of trusted sources in different populations to reach broader audiences. (i.e. School staff, Hispanic Outreach, BSU, NASA, etc.)			X	
	(I) Make the physical library even more welcoming to all. -Increase the diversity of the artists and artwork displayed. -Work with local artists on rotating displays.			X	
POLICE DEPARTMENT	(A) Increase the number of events where police engage with community. <u>Ideas:</u> - Scheduled times in parks with kids - Open gym times at the Y and TBMS to play ball with teens - After-school programs - Open gym at Colvill Family Center to interact with younger children. - Coffee with a cop - Ride-a-longs with officers - More visits to elementary and preschools. - More participation with Community Connect event. - More tours and open houses of law enforcement building.			X	
	(B) Increase the amount of time police officers are walking or bicycling the streets – to get officers out talking, waving, and interacting with residents.			X	Will happen as soon as more officers are hired – most likely in next six months.

This includes in the downtown area and stopping in to talk with businesses.				
(C) Promote events and information more widely in the community.			X	
(D) Meet with the Hispanic community on a regular basis with interpreters. Start with a quarterly meeting. Engage Hispanic Outreach to consider hosting the events.			X	
(E) Designate a police officer liaison to Hispanic Outreach board and attend regularly to build relationships and better understand concerns & issues.			X	
(F) Continue making efforts to hire a bilingual police officer. In addition, use some racial equity funds so one or more current officers can learn Spanish at a basic level.			X	
(G) Provide language accessibility in all facets of the department. <ul style="list-style-type: none"> - Use language cards and Language Line translation services during traffic stops. - Offer important documents, including citations, in Spanish immediately. - Ensure important information is immediately clear and visible in Spanish in the law enforcement lobby. - Ensure all documents and/or evidence related to cases are translated from Spanish to English or vice-versa when needed. - Retrain every officer in Language Line every year. - Ensure every non-English speaking person providing testimony is speaking through Language Line for proper translation. - Translate event flyers (like the Bike Rodeo and others) in Spanish. 			X	Department is adding language accessibility tools and signs. More updates to come.
(H) Research current best practices in MN for working with those who are reporting sexual assault. Work with a			X	

	small resident group and local staff to improve resident access and experience by increasing training (such as ACE's training), collaborating more with local mental health partners, and enhancing the physical room in the law enforcement building that victims use.				
	(I) Regularly meet with and build closer relationships with the sexual assault advocates at HOPE Coalition.			X	
	(J) Share data in the Red Wing Report Card that documents metrics related to calls for service (in addition to the current arrest data).			X	This data will be shared with the Red Wing Report Card in early 2023.
	(K) Provide short written and verbal reports to Council twice each year on the SMART's work and outcomes. (SMART is the City-County's Sexual Assault Multidisciplinary Response Team.)			X	
PUBLIC WORKS	(A) Host multiple e-waste events and neighborhood clean-up events each year to especially assist those with limited incomes. In addition, consider offering vouchers for the recycling center during a spring clean-up time period.			X	
	(B) Ensure front desk workers have language accessibility tools to better help non-English speaking residents. Examples: --Training in Language Line --Have a smartphone language app always available for front-desk workers. --Have a sheet available that lists common phrases and services Spanish-speaking residents might say or need.			X	
	(C) Translate into Spanish permits and other forms like PUPPS on the website.			X	

	(D) Keep doing “park open houses” during the planning phases of park remodels so the families and children who will use the park can give input into the equipment and amenities they want.			X	
	(E) Continue working with residents, organizations, City Council, and city commissions to support public art dedicated to the history and culture of Black, Indigenous, and People of Color in our community.			X	The City is working on multiple projects in 2023 with community partners.
	(F) Do more routine drive-by checks of streetlights, including those owned by Xcel Energy, and connect with Xcel regularly to ensure their lights are adequately lit, as well as those owned by the City.			X	
	(G) Work with community partners and City staff/Council to further update Levee Pond and the Skate Park to make it even better for youth.				
	(H) Add item to PUPP form that if an organization is asking for \$5,000 or more from the City for an event, that group must share how they are being inclusive in their planning, programming, and/or promotion. Work with Community Engagement to include an informative sheet on how organizations can meet those requirements.			X	
SHELDON THEATRE	(A) Work with young residents to research and potentially revamp a portion of the third-floor room into a maker space for people to make and record music/podcasts/etc.				
	(B) Build more diversity within the Sheldon board.			X	
	(C) Create a new promotional campaign that reaches broad audiences and helps			X	

	them know the Sheldon is for everyone. Could include a new, brighter eye-catching cover style for the annual programming booklet.				
	(D) Create promotional materials that spotlight different shows - like programming for families with small children and/or free events with artists.			X	
	(E) Place promotional materials in areas not reached now – elementary school folders, on posters in the middle and high school, and through short videos.			X	
	(F) Translate the main information, including at the box office, so Spanish speakers learn what programming is offered.			X	
	(G) Be open to hosting Town Halls and other community events that bring people together for discussions and conversations.			X	
	(H) Reconsider “rush lines” so no seat goes empty.				
CITY COUNCIL	(A) Support the recommendations in this report.				
	(B) Keep requiring staff, boards, and commissions to report on their equity goals and be accountable to the Council for implementation.			X	Boards and commissions are now creating their 5-Year Plans using a template that identifies how they are incorporating equitable actions into their work. Staff also has created their equitable work plans. All go to Council for accountability.
	(C) Support a future Youth Center. When a community collaborative identifies a concept (that also includes youth in the planning and implementation), allow for “seed money” dollars to go toward start-up costs and potentially additional operating costs.			X	

	(D) Support the one-stop shop idea outlined above that helps those looking to get stable housing and a job.			X	Council has recently provided some help for initial start-up costs.
	(E) Continue to support Red Wing's Juneteenth event through staff support and a funding level of \$10,000 – the same as the 2021 amount.			X	
	(F) Support a local organization who could organize a neighborhood mentor program to make RW more welcoming.			X	