



City of Red Wing Strategic Plan 2016

This 10-year strategic plan outlines the goals and action steps that have come to the forefront during multiple community, Council, and staff conversations. The City has a history of using this Plan to prioritize and guide its work, and the City is committed to using this road map to align resources and direct future action.

The last Strategic Plan, approved in 2012, prioritized financial stability and reinvestment in infrastructure. Through hard work, many of those goals have already been accomplished, and Red Wing is now implementing projects that are beautifying and connecting our city, reinvigorating it as a vibrant regional center.

In 2015, the City engaged in another planning process and its result—this new Strategic Plan of 2016—highlights a more holistic view of what is desirable in Red Wing. This Plan outlines steps to re-evaluate our future and our changing demographics, needs, and resources to ensure all residents have a strong quality of life. The health of our city and residents depend on opportunities for employment, education, safety, housing, transportation, physical and mental health, recreation, culture, environmental sustainability, access to services, and connections to each other and our community.

We look forward to the next decade of evolution.

This Strategic Plan will be reviewed and revised at least every three years, and staff will provide City Council with updates on a regular basis to track progress against metrics. All planning is defined within the framework of the Community Vision and City Mission.

For purposes of the City's Strategic Plan, the community's definitions of Vision, Strategy, Goal and Action Step are outlined below.

Vision: An outcome; a result and an ideal to strive for over a period of time. Potential to quantify, but does not have to be measureable. A destination and long-term community commitment.

Strategy: A critical public policy priority which defines the vision and organizes the goals. Typically a five to ten year timeframe; strategies should not change often if at all.

Goal: A measurable and desired activity, project or purpose that requires resources. Length varies but can be very short or defined within a one to two year commitment (or more).

Action Step: Individual actions necessary to implement a goal. Immediate; evolve and change often.

COMMUNITY VISION

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

CITY MISSION

The City of Red Wing is dedicated to creating, preserving and enhancing the quality of life for all.

STRATEGIES

Four strategies provide the foundation as the City Council allocates resources toward their vision. A commitment to each strategy over time will ensure the City Council apportions financial resources to the highest priorities within the community.

- I. Regional Center:** Capitalize on Red Wing's dynamic and distinctive community character to become the most thriving regional center in the state.
- II. Community Connections:** Create and maintain strong partnerships and foster an active, healthy citizenry in which all residents feel listened to, engaged, and connected.
- III. Community Vitality:** Excel as a place where people of all ages want to live and work. Spearhead initiatives that lead to sustainable population and economic growth, a well-trained future workforce, and an innovative, diversified employment base.
- IV. Organizational Culture:** Strive to be a progressive, creative, competitive employer that attracts and retains top-quality employees and helps them reach their full potential.

Strategy One: Regional Center
Capitalize on Red Wing's dynamic and distinct community character
to become the most thriving regional center in the state.

Goals & Action Steps

A. Develop a new vision for the future growth and redevelopment of Red Wing.

1. Execute a Community Report Card initiative that collects data and engages all sectors of our population to measure the current quality of life for residents and outlines action steps for sustainable improvement.
2. Update the City's Comprehensive Plan, which helps shape the future of the city and its residents through guiding principles, plans, and policies. *This initiative includes creating or revising plans for Economic Development; Physical Land Use; Health; Transportation; Parks and Recreation; Downtown Development; Sustainable and Environmental Resource Management; and the changing demographic needs of the community.*

B. Collaborate on a community-based branding and marketing initiative that takes advantage of our unique assets to promote Red Wing to the region, state, and country and attract more people to live here.

1. Participate in the Red Wing Forward Committee as it develops a Community Brand and Marketing Plan and implements its initiatives.
2. Work with the Red Wing Forward Committee to raise funds for professional assistance to create the Plan and guide its initiatives.

C. Support initiatives that strengthen Red Wing as a premier arts, cultural, and outdoor recreational hub for residents and visitors.

1. Collaborate with local partners on projects that utilize and enrich our natural assets and encourage outdoor activities such as hiking, biking, boating, climbing, skating, skiing, golfing, walking, and more.
2. Partner with our local arts and historical organizations on projects and events, including initiatives that incorporate public art and historical interpretation into the City's natural and built environment.

3. Plan new holiday market event to compliment Holiday Stroll

D. Develop proactive public safety initiatives that maintain a high level of safety in the community.

1. Create Rail Disaster Protocol Plan.
2. Plan for West Public Safety Station.
3. Conduct Active Assailant Training in schools.
4. Analyze feasibility of expanded voluntary Residential Fire Inspection Program.
5. Consider Fire Districts within townships.
6. Update Emergency Management Plan for staff.
7. Research implementation of Code Red Program that informs residents of emergency information via automatic phone recordings.
8. Implement Park Ranger Program to improve safety and environmental sustainability at our parks, bluffs, and trails.
9. Collaborate to create safety protocol guidelines for public community gatherings.
10. Develop a Community Resiliency Plan to identify and prepare a plan to adapt to potential impacts of climate change.

Strategy Two: Community Connections

Create and maintain strong partnerships and foster an active, healthy citizenry in which all residents feel listened to, engaged, and connected.

Goals & Action Steps

A. Strengthen the culture of community with individuals, families, and organizations.

1. Create a process for recruiting, training, and mentoring residents from all populations and demographics to serve on city boards and commissions.
2. Seek out ways to make City programs, policies, and procedures more inclusive.
3. Develop a plan that welcomes and integrates newcomers to Red Wing.
4. Support efforts that communicate how to volunteer in the community.
5. Improve communication with residents about city news, policies, and activities using multiple media forms.

B. Maintain and strengthen relationships and partnerships with community organizations and local government agencies.

1. Create a system of connecting routinely with community organizations, foundations, and agencies to see where missions align and explore future partnerships.
2. Explore future partnerships with community organizations and local government agencies.

C. Improve procedures for engaging and gathering feedback from the community so all residents have a voice in the decisions that affect them.

1. Hire communication staff person to facilitate proactive communication through web site, use of the commentary in Republican Eagle, press releases and social media.

Strategy Three: Community Vitality

Excel as a place where people of all ages want to live and work. Spearhead initiatives that lead to sustainable population and economic growth, a well-trained future workforce, and an innovative, diversified employment base.

Goals & Action Steps

A. Work with the Red Wing Port Authority and other local partners to create a business-friendly culture that attracts, retains, and supports quality businesses.

1. Support the Red Wing Port Authority as it works with other economic development partners to create a bold 10-year Economic Development Plan, to be included in the updated Comprehensive Plan.
2. Develop a superior customer service process for current and potential businesses by convening local economic development agencies to outline goals, clarify roles, and focus efforts.
3. Create a concierge-like service that leads businesses easily through permitting and licensing processes.
4. Work with Red Wing Ignite to create an innovative culture that attracts and provides resources to start-up businesses and the business community.
5. Work with the Sustainability Commission to identify and target next generation energy, food production, and environmental businesses and technology.

B. Partner with the Housing and Redevelopment Authority to ensure residents of all incomes have proper housing for every stage of life.

1. Raise awareness of current housing issues by hosting a Red Wing Housing Summit with the HRA to bring community partners together in order to understand the issues and develop community initiatives.
2. Invest in better than code new construction for senior housing aged 55 and older in the locations of Old West Main, Downtown, and neighborhoods surrounding downtown.
3. Invest in new apartment units for the general population and workforce housing.

4. Convert empty spaces into housing throughout downtown via incentives and other measures, and identify parking solutions.
5. Rehabilitate existing housing throughout the city through a mix of financial incentives.
6. Collaborate on and further refine the new Affordable Housing Trust Fund and look to increasing participation with employers, foundations, and donations.
7. Create a plan for increasing new construction at a rate of 40 to 60 single family housing units per year with increased energy efficiency.
8. Maximize funding opportunities with state leaders through regular community meetings.
9. Work with the City's Planning and Zoning Department, the Red Wing HRA, landlords, realtors and developers to determine short- and long-range action steps focused on improving housing conditions for tenants and neighborhood revitalization.

C. Upgrade transportation connections to continue building a safe, attractive, effective network that serves all users locally and throughout the region.

1. Implement and/or complete the following infrastructure projects:
 - a) Highway 61 / Main Street Reconstruction Project
 - b) River Renaissance Project connecting Bay Point Park and Levee Park
 - c) Mississippi Bridge Project
 - d) Spring Creek Road – Highway 61 Intersection Project
 - e) Pioneer Road - Twin Bluff Road Intersection Project
 - f) Transient Dock Project at Levee Park
2. Develop Red Wing Transportation Plan, in coordination with Goodhue County, with a high level of community engagement.
3. Continue supporting walking and biking connections and wayfinding systems that encourage physical activity and make it easy for locals and visitors to find their way to destinations by foot or bike.

4. Explore rail and tour boat opportunities, including expanded Amtrak service, high-speed rail service, and large tour boat stops, and improve welcome areas where visitors land in Red Wing.

D. Continue planning for the future of the Prairie Island Nuclear Power Plant beyond 2030.

1. Create Task Force to identify and monitor future impacts.
2. Continue efforts to move nuclear waste off-site.

E. Reinvigorate core areas that serve commercial, social, and recreational needs.

1. DOWNTOWN: Continue implementing Downtown Action Plan by collaborating with stakeholders to create a Downtown Conservancy and complete high-priority steps.
2. OLD WEST MAIN: Fund and execute the Old West Main Redevelopment Plan.
3. RIVERFRONT: Upper Harbor Master Plan.
4. BARN BLUFF: Fund and implement Barn Bluff Master Plan recommendations.
5. A.P. ANDERSON PARK: Update A.P. Anderson Park Plan to emphasize connectivity.

F. Create plans and funding sources to reinvest in the city's infrastructure.

1. Complete Solid Waste Campus Plan and implement recommendations.
2. Cooperate with the Goodhue County Historical Society to explore reuse of the old City Hospital (Friedrich Building) or sell.
3. Complete Red Wing Regional Airport rezoning process.
4. Develop renewable energy guidelines, such as solar-ready, solar thermal, and wind, for all new public infrastructure, equipment and fleet in conjunction with state energy and climate goals.

5. Set aside a portion of annual savings from City solar garden subscription for City sustainability development fund to fund sustainability and renewable energy projects for City goals.
6. Monitor Clean Water Act impact on City and create project plan to implementation CWA mandates.

G. Support efforts to offer educational opportunities to residents of all ages.

1. Work with the Red Wing School District, Southeast Technical College, and others to explore potential city-school partnerships.
2. Continue to work with local stakeholders in recruiting a four-year college.

H. Clarify Role of Sustainability Commission by creating a project process. Modify ordinance to reflect clarification.

1. Develop five-year Sustainability Commission strategic plan
2. Strengthen staff support for Sustainability Commission

I. Implement Community-wide energy efficiency and renewable energy goals to increase energy resilience and improve local environment.

1. Implement Partners in Energy Plan to improve community-wide energy efficiency.
2. Work with Sustainability Commission to develop long-range energy efficiency and renewable energy action plan after Partners in Energy Plan.
3. Incorporate updated energy efficiency and renewable energy goals in the City's Comprehensive Plan.

Strategy Four: Organizational Culture

Strive to be a progressive, creative, competitive employer that attracts and retains top-quality employees and helps them reach their full potential.

Goals & Action Steps

A. Enhance the workplace culture that emphasizes and rewards learning, creativity, risk taking, and innovation.

1. Work with employees to create individual plans that will promote pride in public service and empower employees to develop professionally.
2. Encourage and fund education and conference opportunities for employees to look outside our community and bring back new ideas.
3. Connect with local and regional partners to create sustainable internship and apprenticeship programs within the City that will attract talented students and young adults to work for the organization.
4. Develop flexibility into work schedules using technology for off-site accessibility.

B. Prepare a succession plan that provides for the orderly replacement of key positions.

1. Identify and plan for future jobs within the City's organization.
2. Complete and implement a Reorganization of Administration Plan.

C. Update City policies and procedures that help citizens, employees, and the organization.

1. Create a comprehensive orientation program for management staff.
2. Implement an orientation program for staff liaisons to improve their effectiveness on boards and commissions.
3. Work with Live Healthy Red Wing to develop a Health in All Policies framework that considers the health impacts of new projects, plans, and policies.
4. Establish an e-mail retention policy to meet state standards.
5. Execute an efficient process for managing data requests made by the public.

D. Strengthen the City of Red Wing's partnerships with neighboring governments to improve efficiency and avoid duplication.

1. Identify and plan for regional infrastructure partnership opportunities.
2. Seek out creative ways to work within current government partnerships.

Themes of the 2015 Strategic Planning Process

Eleven themes presented themselves during the 2015 strategic planning process and helped shape the goals and action steps in the 2016 Strategic Plan.

Sustainability

Redevelopment

Recreation

Rail Safety

Demographics

River Renaissance

New Partnerships

Long-Term View of Government

Future of Nuclear Power Plant

Improved Government Service

Attracting a Workforce