



CHAPTER 16

# IMPLEMENTATION

## Introduction

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

## How We'll Implement the Plan

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

### 1. Establish a Red Wing 2040 Community Leadership Team

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

The City of Red Wing government will be the initial convener and facilitator of the leadership team and provide staff time; however, over time the group may function more independently.

The community leadership team will initially meet on a quarterly basis to do the following:

- » Help set top priorities
- » Lay out the process for getting things done
- » Work with local experts to establish objectives and targets
- » Identify barriers to success
- » Recognize new emerging needs that may require exploration
- » Review progress and identify when and how to report to the public
- » Monitor and guide the plan's implementation

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

### 2. Establish a Red Wing 2040 City Government Leadership Team

It is important that city government commit to the implementation of the *Community Plan*. Coordination of efforts across all departments will benefit by having a staff leadership team spearheaded by the Community Development Department and Administration Department.

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

A key part of the leadership team will be the Community Engagement Specialist, who will be responsible for facilitating the leadership team and reaching out for community input as needed throughout implementation.

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

### 3. Continue Community Collaborations

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

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

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

**Support Partners:** Support partners are those organizations that have pledged to provide assistance to lead partners in support of the effort. They collaborate, provide time or financial resources,

possibly provide volunteers, and help promote the work to the public and/or their constituents.

Red Wing is incredibly fortunate to have so many dedicated organizations, schools, businesses, and groups working for the common good of the community. You'll find a list of many of these partners, with their missions and details of their work, in the Red Wing 2040 Library (link here).

#### 4. Conduct an Annual Community Meeting

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

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

#### 5. Grow and Promote Volunteerism, Philanthropy, and Leadership

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

A key strategy for growing volunteer participation is to broaden opportunities for community members to volunteer their services, expertise,

## Community Partners

1. United Way of Goodhue, Wabasha & Pierce Counties
2. HOPE Coalition
3. Hispanic Outreach of Goodhue County
4. Red Wing Area Seniors
5. Red Wing Family YMCA
6. ArtReach
7. Live Healthy Red Wing
8. Goodhue County Historical Society
9. Red Wing Community Education & Recreation Department
10. Red Wing Community Education & Recreation Department
11. The Anderson Center at Tower View
12. Every Hand Joined
13. Colvill Family Center, Red Wing School District
14. Red Wing Arts
15. Homeless Response Team
16. Youth Outreach
17. Friends of the Bluffs
18. Goodhue County Health and Human Services
19. Live Well Goodhue County
20. City of Red Wing Police Department
21. City of Red Wing Fire Department
22. Sheldon Theatre of Performing Arts
23. Red Wing Public Library
24. Environmental Learning Center
25. Minnesota State College Southeast
26. Red Wing School District
27. Red Wing Artisan Collective
28. Red Wing Ignite
29. Prairie Island Indian Community
30. Red Wing Chamber of Commerce
31. Red Wing Visitors and Convention Bureau
32. Downtown Main Street
33. Jones Family Foundation
34. Red Wing Area Fund
35. Red Wing Area Food Shelf
36. Red Wing Public Library
37. Sheldon Theatre of the Performing Arts
38. Housing and Redevelopment Authority
39. Port Authority
40. 12 Red Wing Boards and Commissions covering topics such as Sustainability, Land Use, Human Rights, Planning, and more
41. And More!

and time in the pursuit of carrying out the plan's vision, goals, and strategies. This may mean establishing or expanding on a volunteer coordinator position to help recruit volunteers, align interests, and recognize contributions.

## How We'll Know We're Successful

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


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

to play, and it will be easy for volunteers to help implement the plan.

## Full Plan's Strategy Matrix

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

### Indicator Dashboard



Imagine Austin indicators are grouped by their relevance to the 8 Imagine Austin Priority Programs. All of the indicators are accompanied by a description, a visualization, an analysis of the results, additional context when possible, the methodology, and the data source.

Providing clear and accurate data to the public is important for establishing transparency and accountability to the community. By sharing the status of these indicators, residents can reflect on their own community and take a proactive stance for improving them.

More information can be found at:  
<https://data.austintexas.gov/stories/s/b2dw-5rzd>

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
<b>Goal 3.A: Preserve, protect, and restore our natural resources.</b>			
» Strategy 3.A.1: Preserve the community-wide network of contiguous public open space identified as the green network in Figure 3.2.	Sustainable, Healthy, Accessible, Resilient	Public Works & Community Development Departments	Long
» Strategy 3.A.2: Support additional open space preservation endeavors.	Sustainable, Healthy, Accessible, Resilient	Public Works & Community Development Departments	Short
» Strategy 3.A.3: Identify key streets that may be developed or redeveloped as Living Streets.	Sustainable, Healthy, Accessible, Resilient	Public Works, Community Development, and City Engineering Departments	Short
» Strategy 3.A.4: Implement practices to conserve, to the fullest extent possible, water derived from underground aquifers.	Sustainable, Resilient	City government, County and State Government, Sustainability Commission, residents, businesses	Long
» Strategy 3.A.5: Locate new parks in areas connected to the green network if possible.	Sustainable, Healthy, Accessible, Resilient	Public Works & Community Development Departments	Long
» Strategy 3.A.6: Ensure equitable access to the natural environment to facilitate attachment and support for preservation efforts.	Healthy, Accessible, Equitable	Public Works & Community Development Departments	Long
» Strategy 3.A.7: Create a more focused and comprehensive program to mitigate climate change impacts, including continued contact with elected representatives about this issue.	Sustainable, Resilient	City government, County and State Government, Sustainability Commission	Short
» Strategy 3.A.8: Encourage community support for vegetation management, including brush removal of invasive plants in parks and open spaces, to maintain 42 percent natural landscape while restoring Barn Bluff.	Sustainable, Resilient	City government, residents, local garden clubs	Short
» Strategy 3.A.9: Educate residents and visitors on the value of natural landscapes.	Sustainable	City government, residents, The ELC, local garden clubs and nurseries, Friends of the Bluffs, Sustainability Commission	Short
» Strategy 3.A.10: Prepare and implement management plans and strategies for controlling invasive species, focusing on those species with the greatest potential to cause harm.	Sustainable, Resilient	City government, consultants	Long

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
<b>Goal 3.B: Reduce runoff and other pollutants that get into our local surroundings.</b>			
» Strategy 3.B.1: Educate residents and visitors on the Mississippi River's role in the health of our ecosystem.	Sustainable	City government, residents, The ELC, Goodhue SWCD, BWSR, Sustainability Commission	Long
» Strategy 3.B.2: Maximize stormwater infiltration and surface filtration to minimize need for underground stormwater infrastructure.	Sustainable, Resilient	City government, residents, businesses, developers, Sustainability Commission, MPCA, BWSR, Goodhue SWCD	Long
» Strategy 3.B.3: Require compliance with the Clean Water Act, including supporting recommendations on stormwater, wastewater, and drinking water regulations impacting use, reuse, and limitations.	Sustainable, Healthy, Resilient	City government, MPCA, BWSR	Ongoing
» Strategy 3.B.4: Support programs educating the general public about ways to reduce water usage and manage stormwater on their properties, including rain barrel and raingarden workshops.	Sustainable, Resilient	City government, residents, businesses, Sustainability Commission, MPCA, BWSR, Goodhue SWCD	Short
» Strategy 3.B.5: Use xeriscaping and turf reduction to reduce the need for irrigation, mowing, and fertilizer on City lands.	Sustainable, Resilient	City government, Sustainability Commission, Goodhue SWCD	Short
» Strategy 3.B.6: Upgrade street sweeping equipment and implement sustainable street sweeping schedules.	Sustainable, Resilient	City government	Ongoing
» Strategy 3.B.7: Secure compliance to the Minnesota Pollution Control Agency's rules, including reviewing the City's pollution permits relating to surface water and groundwater.	Sustainable, Healthy, Resilient	City government, MPCA, BWSR	Ongoing
» Strategy 3.B.8: Eliminate non-biodegradable synthetics from the community by creating a public-private program that strives to reduce known toxic chemicals and synthetic materials at work sites, waterways, public parks, and golf courses.	Sustainable, Healthy	City government, Live Healthy Red Wing, contractors, Sustainability Commission	Short
» Strategy 3.B.9: Implement a campaign to reduce littering.	Sustainable	City government, residents, ELC, Sustainability Commission	Short
» Strategy 3.B.10: Build an education program to better enforce and facilitate the proper disposal of prescription drugs to prevent them from entering water systems and harming citizens.	Sustainable, Healthy	City government, Live Healthy Red Wing, residents, Sustainability Commission	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
<b>Goal 3.C: Incorporate green infrastructure, BMPs, and other sustainable practices into parks, open spaces, and the urban environment.</b>			
» Strategy 3.C.1: Implement stormwater best management practices that treat stormwater runoff as close to the source as possible in order to limit runoff reaching tributaries and the Mississippi River.	Sustainable, Resilient	City government, residents, businesses, developers, Sustainability Commission, MPCA, BWSR, Goodhue SWCD	Ongoing
» Strategy 3.C.2: Support stormwater best management practices that do not contribute to increased volumes of runoff from new development and actively reduce runoff volumes from redevelopment.	Sustainable, Resilient	City government, developers, businesses, Sustainability Commission, MPCA, BWSR, Goodhue SWCD	Ongoing
» Strategy 3.C.3: Encourage needed green infrastructure features, such as stormwater ponds and infiltration basins, to be designed as natural open space amenities for the surrounding neighborhoods.	Sustainable, Resilient	City government, developers, Sustainability Commission, MPCA, BWSR, Goodhue SWCD	Ongoing
» Strategy 3.C.4: Select diverse, drought-tolerant native plant and tree species that are adaptable to climate change for future plantings.	Sustainable, Resilient	City government, local nurseries, local garden clubs	Ongoing
» Strategy 3.C.5: Allow pollinator-friendly flora to grow without requiring a variance to the City's ordinance.	Sustainable, Resilient	City government, residents, local garden clubs and nurseries	Short
» Strategy 3.C.6: Continue to participate in Minnesota GreenStep Cities Environmental Management Program: i.e., urban forests and soils, parks and trails, green buildings, and environmentally preferable purchasing practices.	Sustainable, Healthy	City government, Sustainability Commission	Ongoing
» Strategy 3.C.7: Have discussions with builders and building officials or provide pamphlets to them before new construction outlining more sustainable practices.	Sustainable	City government, consultants, contractors, Sustainability Commission	Short
» Strategy 3.C.8: Create a subcommittee to study relevant sustainability issues that may impact the future.	Sustainable	City government, residents, Sustainability Commission	Short
<b>Goal 4.A: Integrate and balance land uses to create healthy and convenient land use patterns throughout the community.</b>			
» Strategy 4.A.1: Review and update the City zoning and subdivision controls.	Sustainability, Resilience, Health	City, Community Development, HRA, Planning Commission	Short
» Strategy 4.A.2: Collaborate with partners to achieve desired development patterns and forms.	Sustainability, Resilience, Health	City, Community Development, HRA, School District, Development Community	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
<b>Goal 4.B: Boost revitalization and infill development in already-built areas to accommodate community growth and improve livability.</b>			
» Strategy 4.B.1: Collaborate with partners to prioritize infill, redevelopment, and reuse.	Sustainability, Resilience, Health	City, Community Development, HRA, School District, Development Community	Ongoing
<b>Goal 4.C: Excel at creating a mix of commercial and housing redevelopment, including neighborhoods where people can live, work, shop, learn, and play.</b>			
» Strategy 4.C.1: Promote redevelopment that provides efficient land use and new development types.	Sustainability, Resilience, Health, Accessible	City, Community Development, Port Authority, HRA	Ongoing
» Strategy 4.C.2: Ensure that redevelopment fits the character of their development context.	Sustainability, Resilience, Health, Accessible	City, Community Development, Port Authority, HRA	Ongoing
<b>Goal 4.D: Accommodate residential and commercial growth in undeveloped areas when developing in developed areas is not feasible.</b>			
» Strategy 4.D.1: With the exception of Prairie Island, residential development should be located south of the Canadian Pacific Railroad Corridor and prohibited north of the railroad tracts in order to ensure public safety and avoid residential development in the flood plain area.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission	Ongoing
» Strategy 4.D.2: Design of new subdivisions should take advantage of existing mature landscape features by preserving them and making them a key feature in the subdivisions design—fence rows, ditches/ravines, woodlots, farmsteads, steep slopes/bluffs.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission	Ongoing
<b>Goal 4.E: Honor, preserve, and reuse historic properties and cultural sites.</b>			
» Strategy 4.E.1: Encourage reinvestment in historic and cultural properties.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission, HPC, Foundations, Port Authority, HRA	Ongoing
» Strategy 4.E.2: Where activity centers are adjacent to or encompass historically significant properties, buffers should be established to protect the historical integrity of the property.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission, HPC, Foundations, Port Authority, HRA	Ongoing
<b>Goal 4.F: Utilize top-quality environmental practices on new and renovated development projects.</b>			
» Strategy 4.F.1: Reduce hard surface coverage of development to reduce stormwater runoff.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission	Ongoing



Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 4.F.2: Protect sensitive natural resource areas from new development and redevelopment.	Sustainability, Resilience, Health, Accessible	City, Community Development, Planning Commission	Ongoing
<b>Goal 6.A: Stewardship</b>			
» Strategy 6.A.1: Preserve and maintain the city's transportation system.	Sustainable, Healthy, Resilient	City, Engineering, Public Works, County, MnDOT	Ongoing
<b>Goal 6.B: Safety</b>			
» Strategy 6.B.1: Provide a safe transportation system for all users – automobiles, trucks, trains, watercraft, aircraft, transit vehicles, bicycles and pedestrians – in the city.	Healthy, Resilient, Equitable	City, Engineering, Public Works, County, MnDOT, Drivers, Bikers, Walkers	Ongoing
<b>Goal 6.C: Mobility</b>			
» Strategy 6.C.1: Improve mobility, access, and connections for all users of the city's transportation system.	Healthy, Accessible, Resilient, Equitable	City, Engineering, Public Works, County, MnDOT, Transit Providers	Ongoing
<b>Goal 6.D: Economy</b>			
» Strategy 6.D.1: Support the economic competitiveness, vitality, and prosperity of the city through its transportation system.	Sustainable, Healthy, Resilient	City, Engineering, Public Works, County, MnDOT, Community Development, Planning Commission, Real Estate and Development Community	Ongoing
<b>Goal 6.E: Health</b>			
» Strategy 6.E.1: Encourage health, well-being and equity in the city via a transportation system accessible to all users and in balance with the natural and cultural environment.	Sustainable, Healthy, Accessible, Resilient, Equitable	City, Engineering, Public Works, County, MnDOT, Bike/Trail users, business community	Ongoing
<b>Goal 7.A: Expand and promote our role as a regional center for nature-based recreation.</b>			
» Strategy 7.A.1: Continue to support and enhance active sports facilities and programming related to mountain biking, cross-country skiing, rock climbing, canoeing, hiking, kayaking, snow shoeing, and other activities that encourage recreation in the outdoors.	Healthy	City, Community Development	Ongoing
<b>Goal 7.B: Preserve and restore natural areas including our bluffs and waterways.</b>			
» Strategy 7.B.1: Preserve a community-wide network of contiguous public open space identified as the green network	Sustainable, Healthy, Resilient	City, Planning Commission	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 7.B.2: Protect bluffs (topographic and vegetative change) from the toe of slope to top of bluff.	Sustainable, Resilient	City, Planning Commission	Ongoing
» Strategy 7.B.3: Prevent new development from occurring on the steep slopes and avoid leaving open cuts on the bluff sides.	Sustainable, Resilient	City, Planning Commission	Ongoing
» Strategy 7.B.4: Prevent new development from encroaching into the green network.	Sustainable, Resilient	City, Planning Commission	Ongoing
» Strategy 7.B.5: Conduct ongoing habitat restoration and management within the green network.	Sustainable, Resilient	City, Friends of the Bluffs	Ongoing
» Strategy 7.B.6: Locate new parks in areas connected to the green network.	Sustainable, Healthy, Accessible, Resilient	City, Goodhue County	Ongoing
<b>Goal 7.C: Lead the way in being a walkable, bike-friendly community.</b>			
» Strategy 7.C.1: Identify key streets that may be developed or redeveloped as parkways that contribute to the establishment of the green network.	Sustainable, Healthy, Accessible, Resilient	City, Engineering, Public Works	Short Term
» Strategy 7.C.2: In most instances, encourage public access to parks by locating new parks with at least one side fronting to a public street	Sustainable, Healthy, Accessible, Resilient	City, Planning Commission	Ongoing
» Strategy 7.C.3: Support development of trails or greenways that connect parks to each other as a system.	Sustainable, Healthy, Accessible, Resilient	City, Planning Commission	Short Term
» Strategy 7.C.4: Support development of an interconnected local trail system that largely follows open space systems and supports facilities with multiple looping options and links to regional trails.	Sustainable, Healthy, Accessible, Resilient	City, Planning Commission	Long Term
» Strategy 7.C.5: Increase the number of households walkable to neighborhood parks by ensuring that neighborhood parks are located within a quarter-mile walking distance of all residents and connected by off-street trails or sidewalks that safely cross or avoid pedestrian barriers.	Sustainable, Healthy, Accessible, Resilient, Equitable	City, Planning Commission	Ongoing
» Strategy 7.C.6: Complete implementation of a riverfront trail between Bay Point and Colvill Park.	Sustainable, Healthy, Accessible, Resilient	City, Trail Users	Short Term
» Strategy 7.C.7: Improve bicycle trail connections between Cannon Valley Trail, riverfront trail and existing north/south trail along Hay Creek.	Sustainable, Healthy, Accessible, Resilient	City, CVT	Short Term
» Strategy 7.C.8: Construct new east/west bicycle trail in southern portion of city.	Sustainable, Healthy, Accessible, Resilient	City	Long Term
» Strategy 7.C.9: Provide improved trail connections to Red Wing High School and Twin Bluff Middle School.	Sustainable, Healthy, Accessible, Resilient	City, County	Short Term

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 7.C.10: Develop new Cannon Valley trailhead as part of the Upper Harbor Redevelopment.	Sustainable, Healthy, Accessible, Resilient	City	Short Term
» Strategy 7.C.11: Work to add trails to Frontenac Park and Prairie Island and integrate city trails with Goodhue County trails.	Sustainable, Healthy, Accessible, Resilient	City, County, Lake City	Long Term
<b>Goal 7.D: Continue developing and maintaining an excellent park-and-trail system that showcases our natural assets and offers recreational opportunities for everyone.</b>			
» Strategy 7.D.1: Support efforts to expand the Red Wing Farmer's Market and senior center.	Sustainable, Healthy, Accessible, Resilient, Equitable	City, Farmers Market Association, DTMS	Short Term
» Strategy 7.D.2: Enhance Central Park's role as an outdoor community gathering place and entertainment center.	Healthy, Accessible, Equitable	City, Foundations	Short Term
» Strategy 7.D.3: Incorporate a diversity of smaller scale active and passive open space areas (pocket parks).	Healthy, Accessible, Resilient, Equitable	City, Arts Organization, DTMS	Short Term
» Strategy 7.D.4: Focus efforts for new parks in downtown, upper harbor, historic neighborhoods, new neighborhoods, and recreational areas.	Healthy, Accessible, Resilient, Equitable	City	Ongoing
» Strategy 7.D.5: Provide a wide range of recreation opportunities for the full community.	Healthy, Accessible, Equitable	Community Rec, Non-profits	Ongoing
<b>Goal 8.A: Increase the quantity and diversity of affordable housing options for the community's range of household types.</b>			
» Strategy 8.A.1: Proactively encourage the reuse and renovation of several existing institutional buildings and vacant buildings, upper floors, and underutilized properties located in the downtown and Old West Main Street areas for housing development.	Sustainable, Resilient	HRA, Port Authority, School District, Mayo Health Services	Short Term
» Strategy 8.A.2: Evaluate zoning, subdivision, and other regulatory standards to provide additional housing flexibility and cost reductions for affordable housing.	Healthy, Equitable	City Council, Community Development Department, Advisory Planning Commission, Heritage Preservation Commission	Short Term
» Strategy 8.A.3: Support the development of new smaller detached homes.	Sustainable, Resilient, Equitable	HRA and Port Authority, Community Development, Development Community, Home Builders	Short Term
» Strategy 8.A.4: Partner with secondary and post-secondary schools to increase the construction trade workforce and reduce housing construction costs.	Healthy, Accessible, Equitable	School District, City, HRA and Port Authority	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
<b>Goal 8.B: Foster supportive housing programs that assist in preventing homelessness.</b>			
» Strategy 8.B.1: Facilitate and establish a single, unified, community collaborative to focus on emergency housing for the homeless.	Healthy, Sustainable, Equitable	HRA, Churches, Hope Coalition, United Way, City, County, Social Services, School District, Red Wing Youth Outreach, Three Rivers	Short Term
» Strategy 8.B.2: Focus on substantially expanding the Housing Trust Fund so more local resources are available to support homelessness and permanent affordable housing.	Healthy, Equitable, Resilient	HRA, City, Housing Trust Fund Committee, Hope Coalition, Churches, Business Community, Local Foundations, County, United Way	Long Term
<b>Goal 8.C: Create a system for updating and renovating existing rented and owned housing properties.</b>			
» Strategy 8.C.1: Re-establish the Rental Licensing Program to assure that rental properties meet basic maintenance and life safety standards.	Healthy, Sustainable, Equitable	City, HRA	Short Term
» Strategy 8.C.2: Create a community consortium focused on reinvigoration of existing homes for low to moderate income homeowners.	Healthy, Equitable	City, HRA, Port Authority, Habitat for Humanity, Churches, Real Estate, Local Development Community, Chamber of Commerce, DTMS, Business Community	Short Term
<b>Goal 8.D: Resolve the city's housing shortage by increasing the quantity and diversity of new housing development.</b>			
» Strategy 8.D.1: Form a public/private alliance to develop and execute a plan to create affordable and market rate rental units to expand housing supply.	Sustainable, Healthy, Resilient	HRA and Port Authority, Goodhue County, Business Community	Long Term
» Strategy 8.D.2: Identify and promote sites that could attract development of new market rate rental housing.	Healthy, Resilient	HRA and Port Authority, Community Development	Short Term
» Strategy 8.D.3: Identify and promote methods for reducing residential lot costs to increase housing production.	Healthy, Resilient	HRA and Port Authority, Community Development	Long Term
<b>Goal 9.A: Economic Competitiveness: Retain, recruit, nurture, and expand business</b>			
» Strategy 9.A.1: Develop a coordinated, citywide Marketing Plan for the economic development of Red Wing.	Sustainable, Accessible	Red Wing Port Authority	Short
» Strategy 9.A.2: Continue and expand current business retention and business recruitment programs.	Sustainable, Healthy, Accessible	Red Wing Port Authority	Ongoing

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 9.A.3: Continue to implement key area plans, including the Downtown Action Plan and Old West Main Street Master Plan	Sustainable, Healthy, Equitable	City and Red Wing Port Authority	Short
<b>Goal 9.B: Human Capital: Develop, train, retain and attract a talented workforce.</b>			
» Strategy 9.B.1: Partner with the Red Wing School District and other community entities to support college and career readiness programs and follow through.	Healthy, Equitable	EHJ College and Career Readiness Network	Short
» Strategy 9.B.2: Support housing strategies that will help to provide additional workforce housing opportunities to help grow the local workforce.	Healthy, Equitable	HRA	Short
» Strategy 9.B.3: Collaborate with other community partners to address the daycare shortage that is negatively impacting area businesses.	Healthy, Equitable	United Way	Short
<b>Goal 9.C: Community Resources: Excel in resources and amenities critical for attracting residents and businesses to support innovation, growth and economic competitiveness to remain resilient.</b>			
» Strategy 9.C.1: Work to monitor and improve significant community resources and services, including housing, childcare, transportation, healthcare, and resources that help to welcome new people.	Healthy, Equitable	City	Ongoing
» Strategy 9.C.2: Maintain and expand Red Wing's efforts to provide easy access to excellent quality-of-life assets.	Sustainable, Healthy, Equitable	City	Ongoing
<b>Goal 9.D: Post Prairie Island Nuclear Generating Station Strategy: Develop a strategy that addresses Red Wing's tax base and other economic impacts associated with the plant's potential licensing termination in 2033 and 2034.</b>			
» Strategy 9.D.1: Establish a community task force to develop internal and external strategies for transition.	Resilient	City Leadership: School District, County, PIIC, Chamber, Xcel, Business Community, Non-Profit Organizations, Residents, Port Authority	Short and Long
<b>Goal 10.A: Cultivate a collaborative environment where arts and culture can flourish.</b>			
» Strategy 10.A.1: Communicate and market Red Wing's identity through the development of a robust arts and cultural community marketing program.	Health, Equity, Access	Partnerships with government, philanthropy, artists, arts organizations, new people	Short Term

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 10.A.2: Consider the establishment of an organizational structure that can interface between the city and the arts and culture community and can encourage grassroots creative partnerships to help emerging and existing artists and businesses.	Health, Sustainability	Current organizations partnering with Port Authority and other business support organizations Seek cooperation not competition	Short Term
» Strategy 10.A.3: Develop strategies to increase funding and development for the arts.	Sustainability, Resiliency	City, Arts Organizations, Business Community, Artist	Long Term
<b>Goal 10.B: Use indoor/outdoor spaces in creative ways that support artistic experiences and strengthen our creative economy.</b>			
» Strategy 10.B.1: Encourage placemaking activities by making it easier to navigate the process for approval.	Access, Health	City, Community Development Department, Housing and Redevelopment Authority, Public Works Department, Planning Commission, HPC, Artist, Arts Organizations	Short Term
» Strategy 10.B.2: Support and encourage the creative use of indoor and outdoor spaces for artistic activities, projects, programs, and temporary uses.	Access, Health	City, School, County, Business Community, Non-Profit Community	Ongoing
» Strategy 10.B.3: Incorporate art into public and private projects.	Access, Health	City, County, School District, Private Business, Business organizations	Ongoing
<b>Goal 10.C: Boost opportunities for arts education.</b>			
» Strategy 10.C.1: Encourage more art and cultural activity and curriculum aimed at K-12 ages both within and outside of the school system.	Equity, Access	School District, Community Education and Recreation, Arts Organizations and Artists	Ongoing
» Strategy 10.C.2: Develop more opportunities for all ages, cultures, and socio-economic groups for artistic expression and activities. This could include such activities as: arts mentoring programs; advanced arts training; pop-up events; art truck; and creativity days.	Equity, Access	Community Education, Arts Organizations, Artists	Long Term
<b>Goal 11.A: Make high-quality mental health services available and accessible to everyone.</b>			
» Strategy 11.A.1: Form a Mental Health Collaborative to work on these and potentially other projects:	Health, Accessibility, Resiliency, Equity	Family Services Collaborative, LHRW, EHJ Youth Enrichment Network, Youth Outreach, YMCA	Short-term

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 11.A.2: Develop leadership skills and capacity in the Mental Health Collaborative, in partnership with the Goodhue County Family Services Collaborative.	Sustainability, Health, Resiliency	NAMI Peer Support Training, EHJ, YMCA, Hispanic Outreach, Youth Outreach, Mayor, businesses, school	Long-term
<b>Goal 11.B: Build social and physical surroundings that encourage all of us to engage in activities that enhance our physical and mental health.</b>			
» Strategy 11.B.1: Get more community input on park planning and programming so parks meet the needs of all ages and stages of life. Include feedback on programming to develop more social, community-building programs outdoors.	Sustainability, Health, Accessibility, Equity	City, Public Works, Engineering, Community Development	Ongoing
» Strategy 11.B.2: Develop safe routes to parks so parks are accessible to all.	Health, Accessibility, Equity	Churches/faith communities, NPO's, demographic reps	Short-term
» Strategy 11.B.3: Develop more opportunities and safe routes for biking in the city—as exercise and as a means of transportation.	Health, Accessibility, Equity	Grocery stores, worksites, city, LHRW, Mayo clinic, county	Long-term
<b>Goal 11.C: Implement innovative, evidence-based solutions to slash chemical dependency and prescription drug abuse.</b>			
» Strategy 11.C.1: Local service providers collaborate in developing affordable housing for those in treatment and those with criminal backgrounds. Find ways to provide outpatient treatment with lodging.	Health, Accessibility, Resiliency, Equity	Consumers, GCHHS – Goodhue County Health and Human Services, Social Services, HRA, Hope Coalition, Landlords, Other agencies working on homelessness	Long-term
» Strategy 11.C.2: Expand the array of services available to those in need.	Health, Accessibility, Resiliency, Equity	Consumers, Mayo Clinic Integrated Behavioral Health, Midwest Recovery Services, Common Ground, GCHHS, Red Wing School District	Ongoing
<b>Goal 12.A: Improve communication and trust between local entities and the public.</b>			
» Strategy 12.A.1: Improve communication between places of leadership and the public, and internally within the entities themselves.	Equity, Sustainability, Accessibility	City Government, School District	Ongoing
» Strategy 12.A.2: Develop consistent and transparent ways to identify gaps and measure the results of community progress.	Sustainability, Accessibility	City Government, RW School District, County HHS, Every Hand Joined, Mayo Clinic H5-RW, United Way	Short-term
» Strategy 12.A.3: Devise a way for people to feel more connected to Red Wing, especially residents who are new to town or who don't feel they belong.	Accessibility, Equity	Non-profits, City Government, County Government	Long-term

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 12.A.4: Build stronger relationships with communities where trust has been broken or still needs strengthening, in order to form long-lasting, respectful, shared commitment. This includes Prairie Island Indian Community (PIIC), our Hispanic community, and residents of all backgrounds who feel isolated or disconnected.	Sustainability, Resiliency, Equity	City Government, PIIC, School District	Ongoing
<b>Goal 12.B: Get more people of varying ages and backgrounds involved in leadership positions.</b>			
» Strategy 12.B.1: Encourage more people of different ages and backgrounds to get involved with and participate in leadership positions.	Sustainability, Resiliency, Equity	United Way, City Government, School District, County Government	Ongoing
<b>Goal 12.C: Build stronger bonds among students, their schools, and the full Red Wing community.</b>			
» Strategy 12.C.1: Promote programs that enrich connections between students and the community, beginning in preschool and extending throughout their academic careers.	Sustainability, Equity, Resiliency, Accessibility, Health	RW School District, Every Hand Joined	Short-term
» Strategy 12.C.2: Help residents see the connections between strong children and families and a strong city—with results that include increased economic development, less crime, and better mental health and well-being.	Sustainability, Resiliency	Every Hand Joined, City of Red Wing	Long-term
<b>Goal 12.D: Make city and community programs, policies, and systems more inclusive.</b>			
» Strategy 12.D.1: Monitor city government and community policies and systems so they are fair and equitable for all.	Sustainability, Equity, Resiliency, Accessibility, Health	City of Red Wing, Goodhue County, School District, Business HR Departments	Ongoing
» Strategy 12.D.2: Encourage more multi-cultural events that bring people together of different backgrounds.	Accessibility, Equity	Sheldon Theatre, RW Arts, ArtReach, Local Grassroots Artists	Short-term
<b>Goal 13.A: Red Wing’s Police Department (RWPD), through partnerships and collaborations with residents, will provide the highest quality of life for our diverse community.</b>			
» Strategy 13.A.1: Improve the personal safety of everyone in our neighborhoods, businesses, and schools.	Sustainable, Healthy, Accessible, Resilient, Equitable	City departments including police, public works, engineering, and community engagement; county law enforcement and courts; school district, residents from the whole community	Ongoing



Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 13.A.2: Provide community-policing innovation that delivers equitable and consistent service for all members of our community.	Sustainable, Healthy, Accessible, Resilient, Equitable	Police Department working with state agencies that deliver the training; plus neighbors, including those from diverse communities, and other organizations such as HOPE Coalition	Ongoing
<b>Goal 13.B: Strengthen risk-management practices through all city-related safety departments</b>			
» Strategy 13.B.1: Improve community awareness, knowledge, and prioritization of emergency preparedness.	Sustainable, Healthy, Resilient	Emergency management team, City communications department, community organizations to share the information	Short-term
» Strategy 13.B.2: Develop, maintain, and assess emergency preparedness plans that mitigate all hazards and build resiliency.	Sustainable, Resilient	Emergency management team	Short-term
<b>Goal 13.C: Red Wing's Fire Department will provide the community with the highest level of fire suppression, advanced medical care, technical rescue, disaster management, fire prevention, and public education.</b>			
» Strategy 13.C.1: Increase customer service and engagement with the public.	Healthy, Accessible, Equitable	Fire department staff and leadership, City community engagement staff; organizations and businesses willing to get trainings and assessments	Short-term
» Strategy 13.C.2: Strengthen internal management and training to ensure top-quality staff.	Sustainable, Resilient, Equitable	Fire department leadership	Short-term
» Strategy 13.C.3: Maintain quality equipment, apparatus, facilities, and technology to meet the mission of the department and the needs of the community.	Sustainable, Resilient	Fire department leadership and staff, City Council	Ongoing
<b>Goal 14.A: Build an outstanding school district with innovative, safe, respectful schools where staff feel supported and all students are connected and can succeed academically and emotionally.</b>			
» Strategy 14.A.1: Fully implement the School District's Strategic Plan	Sustainability, Health, Accessibility, Resiliency	School District, Businesses, Non-profits, Government	Ongoing
» Strategy 14.A.2: Improve school climate for the social/emotional well-being of all students	Health, Resiliency, Equity	School District	Short

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 14.A.3: Attract and retain high-quality teachers by paving the way for teachers and staff to excel in their arena and empowering them to reach excellence	Sustainability, Resiliency, Equity	School District (Teachers and school board)	Short
<b>Goal 14.B: Create an environment where the whole community feels responsible for the education and well-being of all its children.</b>			
» Strategy 14.B.1: Help the community understand why creating this kind of community—where everyone is responsible for its children—is essential for making our town thrive and prosper.	Sustainability, Resiliency, Equity	Every Hand Joined, School District, City, Businesses, Public Library, Non-profits	Long
» Strategy 14.B.2: Expand mentoring programs for all youth	Sustainability, Health, Accessibility Resiliency, Equity	Youth Outreach, School District, Community Development Organizations, Chamber of Commerce, Red Wing, Ignite, City, Every Hand Joined	Short
» Strategy 14.B.3: Foster engagement with the broader community through activities and programs so more people are connected and responsible for our children’s well-being	Sustainability, Health, Accessibility Resiliency, Equity	School District, Faith-Based Communities, Library, City, Chamber of Commerce, Economic Development Orgs, Whole Community	Short
<b>Goal 14.C: Strengthen educational opportunities citywide for people of all ages.</b>			
» Strategy 14.C.1: Develop a visionary, forward-thinking plan and overall outlook toward citywide education so Red Wing can consistently adapt to the future.	Sustainability, Health, Accessibility Resiliency, Equity	School District, Library, Community Education, City, Full Community	Long
» Strategy 14.C.2: Offer more training and re-training opportunities for all, making sure to remove barriers and provide flexibility to meet people where they’re at so people have the skills they need.	Sustainability, Health, Accessibility Resiliency, Equity	School District, Chamber of Commerce, MN State College SE, Red Wing Ignite, Every Hand Joined, Library, Community Education, Businesses, Non-profits	Long
» Strategy 14.C.3: Create more opportunities for fun, recreational learning with access to all that builds a creative economy, adds to our economic development, and provides a stronger, intergenerational sense of community.	Sustainability, Health, Accessibility Resiliency, Equity	Community Recreation, Library, Non-profits, Businesses	Short
<b>Goal 15.A: Establish climate action plan</b>			
» Strategy 15.A.1: Reduce CO2 and other toxic gases by 80 percent on or before year 2040	Sustainable, Healthy, Resilient	Local government, Sustainability Commission, utilities, private sector, nonprofit environmental organizations	Long Term

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 15.A.2: Establish green building policies	Sustainable, Healthy, Accessible, Resilient, Equitable	Community Development, Planning Commission, Sustainability Commission	Short Term
» Strategy 15.A.3: Develop a climate action plan education program	Sustainable, Healthy, Accessible, Resilient, Equitable	Local school district, Sustainability Commission, civic engagement	Short Term
» Strategy 15.A.4: Create a climate change adaptation section to the plan	Sustainable, Healthy, Resilient	Local, state, federal governmental agencies; private sector and other stakeholders including residents	Long Term
<b>Goal 15.B: Conserve energy and champion renewable energy</b>			
» Strategy 15.B.1: Focus on transportation initiatives	Sustainable, Healthy, Accessible, Resilient, Equitable	Public and private sector including developers	Short Term
» Strategy 15.B.2: Encourage building efficiency	Sustainable, Healthy, Resilient	Utility companies/private enterprise, local government	Ongoing
» Strategy 15.B.3: Promote clean electricity	Sustainable, Healthy, Resilient	Private sector enterprises including utility companies, solar gardens, car manufacturers	Ongoing
<b>Goal 15.C: Preserve, protect, and restore our natural resources.</b>			
» Strategy 15.C.1: Encourage public and private property owners to use diverse, indigenous, drought tolerant flora and trees to harmonize with nature and be adaptable to climate change as needed	Sustainable, Healthy, Resilient,	City government, local nurseries, local garden clubs	Ongoing
» Strategy 15.C.2: Encourage community support for vegetation management, including brush removal of invasive plants in parks and open spaces to maintain natural landscape	Sustainable, Healthy, Resilient	City government, residents, local garden club	Ongoing
<b>Goal 15.D: Substantially reduce solid waste going into landfills or incinerators</b>			
» Strategy 15.D.1: Emphasize and expand recycling efforts	Sustainable, Healthy, Accessible, Resilient	City's Public Works Department; private haulers; communications staff	Short Term

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
» Strategy 15.D.2: Expand Red Wing's organic composting	Sustainable, Healthy, Accessible, Resilient	City's Public Works Department, private sector enterprise, residents; local coalition to replace incinerator site	Short Term
» Strategy 15.D.3: Boost waste reduction	Sustainable, Healthy, Resilient	City government, civic engagement, lobbying, and private enterprise	Short Term
<b>Goal 15.E: Reduce toxic chemicals and other pollutants that get into our local surroundings</b>			
» Strategy 15.E.1: Continue to improve storm water management	Sustainable, Healthy, Resilient	City Public Works Department, Port Authority as well as appropriate State and Federal offices and nonprofit organizations	Ongoing
» Strategy 15.E.2: Reduce pesticides	Healthy, Resilient,	City's Public Works Department, City Council, residents	Short Term
» Strategy 15.E.3: Promote green building	Sustainable, Healthy, Resilient	Local Sustainability Commission, HRA, Planning Commission, Chamber of Commerce, other stakeholders involved with residential/commercial construction	Ongoing
» Strategy 15.E.4: Reduce air pollution	Sustainable, Healthy, Resilient	City's lobbyist, citizens group, environmental nonprofit, Minnesota Highway Patrol, City of Red Wing Police Department, Minnesota Pollution Control Agency, Environmental Protection Agency, other Federal units.	Ongoing