



**Second Draft of 2019 Strategic Plan
Based on Community Comments**

April 8, 2019

Some community comments are included below as ideas for the Strategic Plan's second draft. Other comments are listed in separate documents for consideration.

It was suggested at the Public Forum, and some Council members agreed, that our vision and mission statements should be more purposeful in encompassing everyone, not just residents. New drafts are included below for discussion.

Draft VISION - Original

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

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

Draft MISSION - Original

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

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

Our Core Principals

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

We are Healthy: Our health consists of physical, mental, fiscal, and social health. We know true health arises from everyone having ~~access to~~ safe and affordable resources we take pride in: jobs, housing, education, healthcare, transportation, nutrition, the environment, neighborhoods, government, arts and culture, parks, and recreational opportunities. *Small deletion suggested by a Library Board member.*

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

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

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

Our Areas of Focus

What We'll Do

We will collaboratively create a ~~city community in which all residents~~ **that is sustainable, healthy, accessible, resilient, and equitable so everyone feels they belong and** are proud to call Red Wing home. *2 community members felt this original statement was too broad – even broader than the vision and mission statement. As an option, the five core principles have been reiterated here to clarify the foundations of the city's work.*

How We'll Act

We will create and maintain strong partnerships and foster an active, healthy community where ~~all residents~~ **everyone** feels welcomed, connected, represented, and encouraged to shape **Red Wing's** ~~our community's~~ future. *Resident at the Public Forum suggested this change*

to encompass the idea of welcoming and including visitors, as well as residents. Some Council members agreed.

Who We Are

We will strive to be a **forward-thinking progressive**, creative, competitive employer that attracts and retains top-quality employees and helps employees reach their full potential. *Resident at the Public Forum suggested this name change because the word “progressive” may be seen as political. The intention of the word is “forward-thinking.”*

Note: The following pages include number and letter references in parenthesis at the end of most action items. These reflect where the action item is identified in the Red Wing 2040 Community Plan. 2 people suggested that the plan explain what the references are in parenthesis so it's clear that these refer to the Red Wing 2040 Community Plan.

What We'll Do

We will collaboratively create a **city community in which all residents that is sustainable, healthy, accessible, resilient, and equitable so everyone feels they belong and are proud to call Red Wing home.**

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

1. **Encourage the reuse and renovation of existing buildings, upper floors, and underutilized properties for housing**, especially those properties located downtown and in the Old West Main Street area. (8.A.1.)
2. **Expand opportunities and create a multi-faceted program that reinvigorates **tired houses**** (owner-occupied *and* rental homes), focusing first on homes geared toward low- and moderate-income households. (8.C.2.) *1 person from the Joint Powers Board (?) felt the word “tired” was too folksy. The word is not necessary and has been removed.*
3. **Evaluate zoning, subdivision, and other regulatory standards to provide flexibility and cost reductions** in housing options, including allowing for more small homes. (8.A.2.)
4. **Investigate and establish policies and incentives that increase energy efficiency and **decrease the carbon footprint** when constructing or renovating **houses and** buildings, including being mindful of building materials, practices, and systems.** (3.A.2.) *Sustainability*

Commission wanted to add emphasis on decreasing the carbon footprint, as well as increasing energy efficiency.

5. **Re-establish the Rental Licensing Program** to assure that rental properties meet basic maintenance and life-safety standards. (8.C.1.)
6. **Work with community partners to develop a coordinated communication program or resource kit that informs renters, landlords, and new homeowners about their rights and responsibilities.** Investigate creating a renter-advocacy group or service that provides additional assistance to renters. (8.C.1.)
7. **Collaborate with a consultant and community partners on a long-term solution for residents who are homeless or at risk of becoming homeless.** This may involve a strategy that includes transitional housing options that are holistic and flexible. (8.B.1.)
8. **Expand the Housing Trust Fund** so we're able to pay for and reach the results we need through our other housing strategies. (8.B.2.)
9. **Create a successful system for aggressively promoting all available building sites that would attract more development of market-rate rental housing for all ages,** including seniors. (8.D.2.)

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

10. **Develop a strategy that addresses the economic impacts associated with the Prairie Island Nuclear Generating Station's potential licensing termination in 2033 and 2034.** Establish a community task force to develop internal and external steps for possible transition. (9.D.1.)
11. **Produce a coordinated, citywide Economic Development Strategy** that utilizes an asset-based approach to think creatively and build a successful direction for the future. (9.A.1.) **This strategy will include the following components:**
 - * Work with our local economic development partners to align efforts.
 - * Better communicate the programs and financial incentives available.
 - * Improve our plan to market our land and building opportunities.
 - * Create a marketing campaign that highlights Red Wing as a top regional get-away destination for outdoor recreation, arts and culture, and more in order to grow our tourism, population, and economy. Work with community partners and potentially a consultant who specializes in this field. (7.A.2.)

- * Build awareness in the community that economic vitality is dependent upon quality offerings and strong support in the areas of arts and culture, outdoor recreation, and local education. (14.B.1.) *Sheldon Theatre Board and others said they would like these types of connections made more strongly in the Strategic Plan.*

12. Re-evaluate and improve our business retention and recruitment programs.

- * Monitor, evaluate, and improve the city's Customer Service Coordination Program.
- * Assess Red Wing's business incentive policies and programs and re-evaluate the business-friendly financing opportunities available.
- * Place additional focus on retaining current businesses.
- * Create recruitment program that targets employee-owned and socially-aware businesses, which balance purpose and profit.
- * Build stronger relationship with Prairie Island Indian Community to support growth endeavors. (9.A.2.)

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

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

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

- 15. Create and implement a comprehensive Waste-Management Plan** that will substantially reduce the amount of solid waste going into landfills and/or incinerators, focusing on the following methods:

- * Expand our recycling efforts with a multi-pronged approach. (3.D.1.)
- * Increase organic composting at both the Solid Waste Campus and throughout the community. (3.D.2)
- * Decrease our amount of waste citywide. (3.D.3.)
- * Review and update our long-term plan for burning waste, including planning for potential post-incineration. (3.E.4.)

- 16. Support, promote, and manage healthy green spaces that includes these actions:**

- * Lead the way in vegetation management to remove invasive plant species, maintain natural open spaces, and sustain environments and/or micro-climates that support beneficial native animal species. (E.C.2.) *Public Forum/Member of Sustainability Commission*

- * Use diverse, indigenous, drought-tolerant, **and pollinator-friendly** flora **and fauna**. (3.C.1.) *Public Forum and Sustainability Commission*
- * Reduce the need for irrigation, mowing, and fertilizer/pesticides on city lands. (3.C.8., 3.E.2.)
- * Support additional open-space preservation endeavors. (3.C.4.)
- * **Continue to support and increase community gardens.** *Sustainability Commission*

17. Increase energy efficiency, **and decrease the city's carbon footprint,** with an emphasis on the following: (3.B.1. and 3.B.3) *Sustainability Commission*

- * Create, utilize, and incentivize energy-efficient building policies, **focusing on conservation and sustainability.** *Sustainability Commission*
- * Encourage solar energy projects.
- * Continue participating in energy planning programs.
- * Consider re-evaluating local solar and wind-energy regulations.
- * Work toward a more **energy-efficient/low carbon-footprint** fleet of city vehicles. *Sustainability Commission.*
- * Keep updated on trends and upcoming changes in ~~energy-efficient~~ transportation **opportunities.** *This one-word change is suggested by staff so the sentence is not redundant.*

Sustainability Commission requested the Parks and Recreation section be moved so follows the Environment section. That change is reflected below.

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

18. Develop 10-Year Strategic Plans and Capital Improvement Plans to implement the master plans for A. P. Anderson Park, the Upper Harbor/Bay Point Park, Memorial Park, and Colvill Park. **The Community Recreation Joint Powers Board will play a key role in bringing community ideas forward and reviewing and recommending park master plans to the Advisory Planning Commission.** (7.C.8. and 11.B.1.) *This change was requested and discussed by the Community Recreation Joint Powers Board Coordinator, Josh Thygesen, and agreed upon by the board. This change adds more responsibility to this board.*

19. Develop new neighborhood parks in areas where parks are lacking, will improve residents' quality of life, and/or encourage future economic development. (7.C.6.)

20. Continue to implement the He Mni Can [Heh-Meh-NEE-Cha]-Barn Bluff Master Plan improvements. (7.C.9.)

21. Design and complete a continuous riverfront trail between Bay Point Park and Colvill Park. (7.B.4.)

22. **Increase support for facilities, spaces, and programming that encourage free or low-cost recreational opportunities in the outdoors, including through the Community Recreation Joint Powers Board and the Park Naturalists program.** (7.A.1., 7.A.2. and 14.C.3.)

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

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

30. **Consider the infrastructure needed for future transportation modes (such as electric vehicles) when planning and building** new streets, parking lots, and single- and multi-family housing units. (6.E.1.) *Sustainability Commission.*
31. **Continue to support the Red Wing Regional Airport** as it continues to significantly add to the city's transportation system, economic vitality, emergency services, and recreational and learning opportunities. (6.B.1 and 9.C.1.) *The Airport Board requested that the airport be highlighted in the Strategic Plan because of the economic benefits it brings to Red Wing.*

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

32. **Increase staff training and planning for all emergencies** (including cyber attacks). Develop and/or assess all emergency preparedness plans and improve the communication system so messaging is consistent to the public during emergencies. (13.B.2.)
33. **Increase community outreach to improve residents' awareness and knowledge of how to prepare for a wide range of emergencies.** Engage community partners to assist in this work. (13.B.1.)
34. **Create an independent resolution process,** available to any resident who has a concern regarding the police department. (13.C.1.) *Three people at the Council Public Forum wrote "Yes" on this item.*
35. **Improve communication from police and fire departments to City Council members and the public** regarding practices, programs, trends, ideas, and concerns via media outlets, face-to-face methods, and City Council meetings. (13.C.1.)
36. **Expand hiring practices so police and fire department employees better reflect the demographics of the community.** (13.C.2.)
37. **Maintain and improve our community-policing framework** that focuses on top-quality equity training, ensures practices are fair and consistent for everyone, and integrates police officers directly into the neighborhoods in which they serve. (13.A.2.)
38. **Maintain quality equipment, facilities, and technology to meet the police and fire departments' missions and to fulfill the needs of the community.** Keep updated on all trends and future needs. (13.C.3.)

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

39. **Develop a Red Wing Arts and Culture Plan.** This plan will explore formal and informal structures that could interface between the city and members of the arts and culture community. The goals of a potential structure would be to encourage grassroots partnerships, help emerging and existing artists and businesses, highlight our community's creative economy, and demonstrate the positive economic impact arts and culture has on Red Wing. The plan would also draft arts and culture policies and lay out a system in which the public could easily connect with government on their ideas. (10.A.2.)
40. **Investigate available funding options.** This may include grant opportunities and potentially designating a percent of the project's cost toward aesthetic and artistic elements. (10.A.3.)
41. **Support and encourage the creative use of indoor and outdoor spaces for artistic activities, projects, performances, and programs.** Make it easier for people to navigate the approval process for place-making projects, and encourage temporary demonstration projects, performances, and installations, when appropriate. Work with community partners to examine policies and remove barriers. (10.B.2.)
42. **Incorporate art into capital projects from the beginning.** Institute a framework that requires planners, designers, and/or consultants to consider the aesthetic side of capital projects from the start. (10.B.3.)

Land Use and the Built Environment: *We balance preservation of open space and historic landmarks with well-designed, sustainable development to maintain a unique and healthy community.*

43. **Think creatively and support redevelopment projects that use land efficiently and embody accessibility, equity, sustainability, and walkability.** (4.C.1.)
 - * Encourage vertical mixed-use projects that include residential living spaces on upper levels and retail and/or services on the ground level.
 - * Promote minimizing the footprint of a building in areas where land resources are fixed.
 - * Support higher-density housing as a portion of redevelopment projects.
 - * Promote and use energy-efficient building practices.
 - * Consider what's needed to build momentum and get projects off the ground.

44. **Prioritize development, redevelopment, and reuse of vacant parcels within built areas** in order to boost revitalization and improve livability (in both residential and non-residential areas). Accomplish by collaborating with others such as the HRA, Port Authority, developers, community partners, and private individuals. (4.B.1.)
45. **Review and update the city’s zoning and subdivision ordinances and maps to encompass flexibility and safety and ensure other strategies in the 2040 Community Plan can be implemented.** (4.A.1.)
46. **Value and encourage reinvestment in historic and cultural properties.**
- * Promote restoring degraded historic properties, encourage reusing older historic buildings and homes, and support using historic design standards when city/state/federal funds are connected to a residential rehabilitation project. (4.E.1.)
 - * Create a communication system with Prairie Island Indian Community (PIIC) in which both the city and PIIC know of major construction projects early and continue communication throughout projects to ensure sacred land **and/or archeological resources** are identified and considered in the process. (12.A.4.) *1 member of the Heritage Preservation Commission.*

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

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

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

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

The Lifelong Learning category was added based on multiple requests from community members and the Library Board. People said this section from Red Wing 2040 was important and it should be reflected in this plan, too.

57. **Develop apprenticeship program(s)** that may attract and train talented students and young adults to work for city government. (14.B.2.) In addition, partner with the school district, our state college, and other community partners to **support internship opportunities** at the City of Red Wing. (14.B.3.) *This item was shifted from the Who We Are category to this Lifelong Learning category.*
58. **Continue strong support for our Public Library, which acts as the central community gathering place where people of all ages and abilities can learn, experience, connect, and grow.** (14.C.3.) *Library Board requested that support for the Library and its work be included in this plan.*
59. **Support and advocate for more intergenerational and culturally diverse programming and learning experiences through the Sheldon Theatre, Public Library, Community Recreation Joint Powers Board, Park Naturalists Program, and other city-based**

avenues. (14.C.3.) Much of this programming is low- or no-cost. *Library board suggestion; expanded to include the intent stated in the 2040 Plan.*

60. **Actively look to regional, state, federal, and international communities, as well as our own,** to learn about creative, innovative ways to build relationships, solve issues, and expand our city's opportunities. *The Sister Cities Commission requested an item like this to show how their Commission and other aspects of city government benefit the community by looking outside Red Wing to find new ways of doing things.*

How We'll Act

We will create and maintain strong partnerships, be responsive to residents, and foster an active, healthy community where everyone feels welcomed, connected, represented, and encouraged to shape Red Wing's ~~our community's~~ future.

61. **Be more purposeful in monitoring, evaluating, reassessing, and improving our policies and systems so they are fair and equitable for all.** This includes continuing to strengthen the city's "Health in All Policies" approach in all facets of our work, including incorporating our health-equity toolkit into policy decisions, so this approach becomes the normal way we operate. (12.D.1.) *Clarifications suggested by staff.*
62. **Establish creative ways for city government staff and elected leaders to meet and interact with the public.** This includes creating a system in which it's easy for residents to approach city government with a concern, complaint, question, or idea. (12.A.1.)
63. **Develop stronger partnerships with our school district, county government, and Tribal Council by creating a Council of Governments** so councils and boards can regularly meet, discuss partnerships, and inform each other of upcoming initiatives. (12.A.4.)
64. **Build stronger relationships with communities where trust has been broken or still needs strengthening,** in order to form long-lasting, respectful, shared commitment. This includes Prairie Island Indian Community, our Hispanic community, and residents of all backgrounds who may feel isolated, unwelcome, or disconnected. (12.A.4.)
65. **Continue to find ways for the public to give input into the decisions that affect them.** (12.A.1.)
66. **Consistently evaluate and reassess the way our city government makes information and services accessible and transparent to all residents.** Research and consider making

improvements in the ways we provide information in multiple languages. This may include the use of translation apps, kiosks, and other methods **throughout each city department and/or service.** (12.A.1.) *Minor clarification by staff.*

67. **Develop consistent and transparent ways to identify gaps and measure community progress**, especially as it relates to metrics and goals outlined in Red Wing's 2040 Community Plan and our city government's 10-Year Strategic Plan. (12.A.2)
68. **Encourage more people of different ages and backgrounds to get involved with and participate in city government**, especially as appointed and elected positions. (12.B.1.)
69. **Involve more youth in city government** through a variety of ways, including enacting an active Youth Council that advises City Council and brings forth ideas on a variety of issues. (12.B.1.)
70. **Research and discuss potential programs or practices revolving around building stronger neighborhoods.** (12.A.3.)

Who We Are

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

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

71. **Create a system where employees collaborate regularly with their supervisors to create individual goal plans** that will empower staff members to develop professionally and promote pride in their public service.
"Supervisors - seek advice from workers." - written comment at Council Public Forum
72. **Encourage and fund education and conference opportunities for employees to look outside our community and bring back new ideas.**
73. **Implement, evaluate, and continually improve WINGIN University**, the city's comprehensive orientation program for employees, so staff is more knowledgeable, engaged, and proud of the city's many services and responsibilities.

74. **Expand technology to improve employee efficiency and satisfaction.** This may include providing for more off-site accessibility for work schedules and offering online options for employees to see individual benefits.

Our Future Work Force: *We will be proactive in identifying and planning for future jobs and employees in our organization. “Listen to workers.” - written comment at Council Public Forum*

75. **Continue succession planning that provides for the orderly replacement of key positions.**

76. **Implement a system to hire formerly incarcerated men and women.** Often this will involve hiring those coming out of our local facilities, including but not limited to hiring those who’ve already worked and trained with our city staff. (14.C.2.) *“Yes” – written comment at Council Public Forum*