INTRODUCTION

February 25, 2019

Red Wing 2040

Sustainable. Healthy. Accessible. Resilient. Equitable.

So all of Red Wing can thrive.

Red Wing has a bold goal for our future: to be the most healthy, vibrant town in the Midwest—economically, socially, physically, and mentally. We define health in its broadest sense. It means we each feel safe, welcomed, connected, represented, inspired, and supported to live our best lives. All of us come from many backgrounds, and whether we are newcomers or have lived here for generations, we all call this place home.

The *Red Wing 2040 Community Plan* is a plan for and by the people who live and work here, and it's now our roadmap to guide us into the future. More than 2,500 people played a small or large role in the plan, and roughly 200 residents participated in the process from beginning to end as Action Team members.

We've asked ourselves where we are now, where we want to go, and how we can get there. We took care not to rush and spent almost two years listening to each other and learning. Throughout the plan's process, we've taken stock of our assets and the individuals, organizations, and systems that make us unique and help drive positive change. We've looked head-on at areas we need to improve, listened closely to each other, even when we've disagreed, and approached issues from different points of view. We've learned from other places, researched best practices, and brainstormed ideas that might work for us here. At this moment in time, we have captured what we know and what we aspire to be.

We lay out this *Community Plan* at a time when the world is changing at a rapid pace, with change each year happening faster than it did the year before. We acknowledge that a decade from now, things will be different in ways we can't even imagine, and this document will also change over time.

A strong community plan helps each of us focus on solving local problems together and setting the table for success.

Let's get to it.

How We'll Use the Plan and Why It Matters

We commit to using this plan to guide us. It will not stay hidden in a drawer; nor will it be relegated to the confines of government. We as people in all areas of community life—businesses, nonprofits, governments, schools, organizations—will use the plan in ways large and small.

Its role is to remind us what our visions are, what people said was important, what needs are critical, and what our assets and gaps are. It will steer how we prioritize our goals, how we make short- and long-term decisions, and how we want to spend our time and resources.

We will monitor and measure the plan's progress and pitfalls. We'll also revamp parts of the plan when necessary, as long as our five key principles stay consistent. Sometimes, implementing the strategies will fall to one group or another. But more often, the work will rely on partnerships. We cannot do anything alone, especially anything large or transformational, and we know our collaborations will be what drive us forward. Steps outlined in the Implementation chapter discuss how we'll ensure success.

Here are a few key ways to use the plan:

A guide to decision making

Local institutions such as nonprofits, schools, businesses, other governments, civic organizations, volunteer groups, philanthropic organizations, and other partners can use the plan as a reference when putting together their own strategic and action plans. This is one of the most powerful ways we can guarantee we're all working toward a common vision with common goals.

City staff will use the plan daily in its operations of local government. Staff will reference the plan's goals, strategies, and actions to support elected and appointed officials as they consider a wide range of decisions, including those regarding public investments, growth, and redevelopment.

Elected and appointed officials will use the *Community Plan* to weigh hard decisions. Some decisions will be related to traditional planning issues, such as land use development, zoning requests, redevelopment, and public infrastructure investment. Other decisions will encompass a multitude of areas from public safety to public health to improving the local economy.

A tool for partnerships and investment

The *Red Wing 2040 Community Plan* can help solidify the support needed to mobilize the community. The plan can be promoted to the Red Wing community, state, region, and anyone seeking to invest or re-invest in the community. The plan can be an important tool for anyone applying for grant funding from government or non-government entities. It can be shared among our organizations to identify where we're making changes and how we can partner in the future. The plan can also be provided to prospective businesses, residents, visitors, or investors.

What We Stand For: Key Principles You'll See Throughout the Plan

Evidence shows that thriving communities *SHARE* these characteristics:

Sustainability

Sustainability happens when we meet our present needs without sacrificing the ability of future generations to meet their own needs. Sustainable towns manage natural, financial, and human resources today while planning for a successful tomorrow.

Health

Health consists of physical, mental, fiscal and social health. Healthy towns know true health arises from access to safe, affordable, and quality jobs, housing, education, healthcare, nutrition, transportation, government, arts and culture, public safety, and much more.

Accessibility

Accessibility occurs when all residents have equal access to information, transportation services, facilities, and involvement. Accessible towns have a feeling of belonging and openness with easy, meaningful ways to connect with neighbors, organizations, and local government.

Resiliency

Resiliency is the capacity to adapt and grow despite everyday stresses and periodic shocks. Resilient towns use evidence-based approaches and collaborative partnerships to find solutions, then evaluate to emerge stronger after tough times and live better in good times.

Equity

Equity exists when systems are fair and just, without barriers. Equitable towns listen to residents early and throughout decision-making processes. They consider all impacts of plans, policies, and procedures, and work to decrease unintended or negative consequences.

A "to-do list"

For some people, "to-do lists" make the difference between if something gets done or not. The *Community Plan* can inform all of our "to-do lists," whether it be for city government or one of Red Wing's many community partners. The strategies and actions identified in the plan form our collective to-do list, and if we're successful, we'll be able to check things off the list, even as we work on longer-range goals that will take longer to implement.

What We Stand For

We anchor our plan and our vision on five key principles: Sustainability, Health, Accessibility, Resiliency, and Equity (SHARE). How we define those ideals is illustrated on the facing page. These principles weave through every page of this plan, and we commit to honoring these principles in what we do and how we act.

Why We Plan

Great cities don't happen by accident. They require investments of time, money, and effort. To maximize effectiveness and efficiency, we need to guide those investments where resources are needed most, where resources will have the greatest impact, and then time those resources to manage the financial impact.

The community planning process gives us as community members, leaders, and other decision-makers the valuable chance to create a vision and identify the strategies and actions to achieve our vision. Our community plan contains the voices of residents, documents their priorities, and provides us all with a basis for making short- and long-term decisions about investments and policies that will shape Red Wing. The plan helps us focus our collective resources in the same direction so we can make positive changes in the most critical areas.

How This Plan Is Organized

Chapters 1-2: Overview and Background

» **Chapter 1, Introduction**, describes the purpose and principles of the *Red Wing 2040 Community Plan*.

» **Chapter 2, Community Background and Engagement**, outlines the process of how the community created the plan. It also covers background data on Red Wing, including what we learned about demographics.

Chapters 3-4: Framework Plans

» **Chapter 3, The Environment**, provides details of Red Wing's natural resources and includes goals on how to preserve and protect these natural assets. It also addresses other sustainability issues such as climate change, air quality, waste management, and energy conservation/renewables.

» **Chapter 4, Land Use and the Built Environment**, lays out how land is categorized and offers future opportunities for development and redevelopment.

Chapter 5-7: System Plans

» **Chapter 5, Utilities**, lays out Red Wing's current and future infrastructure assets and concerns.

» **Chapter 6, Getting Around**, focuses on all modes of transportation issues.

» **Chapter 7, Parks and Recreation**, illustrates goals and options for future park improvements.

Chapters 8-15: Action Plans

These chapters focus on specific topics. They cover the following:

» **Chapter 8, Housing and Neighborhoods**
» **Chapter 9, The Economy**
» **Chapter 10, Arts and Culture**
» **Chapter 11, Physical and Mental Health**
» **Chapter 12, Community Connections and Accessible Leadership**
» **Chapter 13, Public Safety**
» **Chapter 14, Lifelong Learning**
» **Chapter 15: Implementation,** which provides an overview of how Red Wing intends to implement this plan as a community endeavor. You'll also find a comprehensive matrix of all strategies within the entire plan in this chapter.

2040 Online Library

Over the years, hard work has gone into planning for the future of Red Wing. This work provides a good foundation for the goals, strategies, and actions in the Community Plan and provides important historical context. You'll see many of these foundation documents referenced with italics throughout the plan. This signifies that these documents will be hyperlinked and available in the online 2040 Library. You can find the 2040 Library at www.red-wing.org.

What Exactly is Equity and Why Do We Focus On It?

We envision a Red Wing in which people of all races, ages, abilities, incomes, and backgrounds thrive. Today, we have significant work ahead of us to reach that reality.

In 2018, multiple surveys and studies rank Minnesota as one of the worst states in the nation for racial disparities. That means in our state, which often scores well in categories such as business and environmental sustainability, the gaps between whites and people of color in categories such as income, homeownership, and unemployment are extremely and embarrassingly high.

In 2017, according to the Minnesota Department of Health's *2017 Minnesota Statewide Health Assessment*, the median income of white households in Minnesota was more than double the median income in black households in Minnesota, and the homeownership rate for whites was three times higher than for blacks (76% versus 22% respectively). Overall, people of color in our state are also more likely to live in poverty, less likely to graduate from high school, and more likely to suffer from chronic illness.

In Red Wing, 10% of us are people of color, and in our school district 20% of our students are children of color. A glance at our education area alone shows we have glaring gaps. In 2018, according to the local nonprofit Every Hand Joined, 66 percent of white students in Red Wing produced scores showing proficiency in math, while only 33 percent of students of color scored that way. We in Minnesota, and here in Red Wing, can do and must do better.

We know from years of data and research these gaps are due in large part to overall inequities in systems, policies, and practices—things that we in Red Wing across the spectrum of government, schools, businesses, and organizations—can change and affect in a positive way.

We know success is possible. In this 2040 Plan, we commit to reviewing our current policies and practices, and developing new ones that take into account who benefits, who is burdened, and how we can lessen any negative or unintended consequences. We use this opportunity to reaffirm and recommit our pledge to working toward a more equitable, fair, and just community.

Sources:

Minnesota Department of Health. (2017). 2017 Minnesota Statewide Health Assessment. Produced in collaboration with the Healthy Minnesota Partnership. St. Paul, MN.

2017 County Health Rankings

Within Most Chapters

Chapters 3 through 15 follow a similar template. Here's what you will find in each:

» **Vision Statement** (on the cover page of each chapter)

» **Introduction**: Background on what is happening today

» **Community Engagement**: Feelings and perceptions of what residents feel is best for Red Wing

» **Key Issues**: The community's high-priority issues or needs, identifying what should be addressed

» **Key Directions**: A list of where we should be headed in the future

» **Goals, Strategies, Actions**: The community's list of the broad goals, high-level strategies, and more specific actions on how to achieve those goals

» **Strategy Matrix**: These matrices identify which SHARE principles are embedded into each strategy. The matrices also lay out which organizations can help lead and support the process, and they set a general timeline.

The following defines what we mean by short-term, long-term, and ongoing timelines.

» **Short-term**: These are strategies recommended to be completed in the next one to five years. These are either higher priority or lower cost and thus more feasible to implement in the short-term. An example of a short-term strategy is Strategy 10.A.1: To communicate and market Red Wing's identity through the development of a robust arts and cultural community marketing program.

» **Long-term**: These are strategies more likely to take longer than five years to accomplish. These are usually the highest-cost and more complex

so they require the most time to implement. An example of a long-term strategy is Strategy 10.A.3: To increase funding and development for the arts.

» **Ongoing**: These are strategies that do not have a specific timeframe but can be implemented as needed over time. An example is Strategy 6.A.1: Preserve and maintain the city's transportation system.

(The matrixes focus only on each topic's larger strategies, not specific actions. For more detail into the actions under each strategy, look to the Goals, Strategies and Actions section of each individual chapter.)