

RED WING'S
EQUITY
ACTION PLAN

2023, 2024, 2025



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City of Red Wing's Mission & Vision

Mission: Red Wing thrives as a vibrant, creative river town that values its natural environment, welcomes all people, and unlocks opportunity for everyone.

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

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 future.

City of Red Wing's Core Principles

Sustainability: We meet our present needs without sacrificing the ability of future generations to meet their own needs. Red Wing strives to manage our natural, financial, and human resources today while planning for a successful tomorrow.

Health: Our health consists of physical, mental, fiscal, and social health. We 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: We work so all residents have equal access to information, transportation services, facilities, and involvement. We want to be a place where all residents feel they belong and have open, meaningful ways to connect with neighbors, organizations, and local government.

Resiliency: We adapt and grow despite everyday stresses and periodic shocks. We 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. We aim to listen to residents early and throughout decision-making processes. We consider all impacts of plans, policies, and procedures and work to decrease unintended or negative consequences.

Definitions for a Common Language

Using a common language helps us talk about topics, especially uncomfortable ones.

These definitions and examples come from the Smithsonian National Museum of African American History & Culture.

Systemic or Structural Racism: This is the overarching system of racial bias across institutions and society. These systems give privileges to white people resulting in disadvantages to people of color.

Example: Stereotypes of people of color as criminals in mainstream movies and media.

Institutional Racism: This occurs in an organization. These are discriminatory treatments, unfair policies, or biased practices based on race that result in inequitable outcomes for whites over people of color and extend considerably beyond prejudice. These institutional policies often never mention any racial group, but the intent is to create advantages.

Example: A school system where students of color are more frequently distributed into the most crowded classrooms and underfunded schools and out of the higher-resourced schools.

Interpersonal racism: This type of racism occurs between individuals.

Example: Public expressions of racism, slurs, biases, or hateful words or actions.

Individual racism: This refers to the beliefs, attitudes, and actions of individuals that support or perpetuate racism in conscious and unconscious ways. The U.S. cultural narrative about racism typically focuses on individual racism and fails to recognize systemic racism.

Example: Believing in the superiority of white people, not hiring a person of color because "something doesn't feel right," or telling a racist joke.

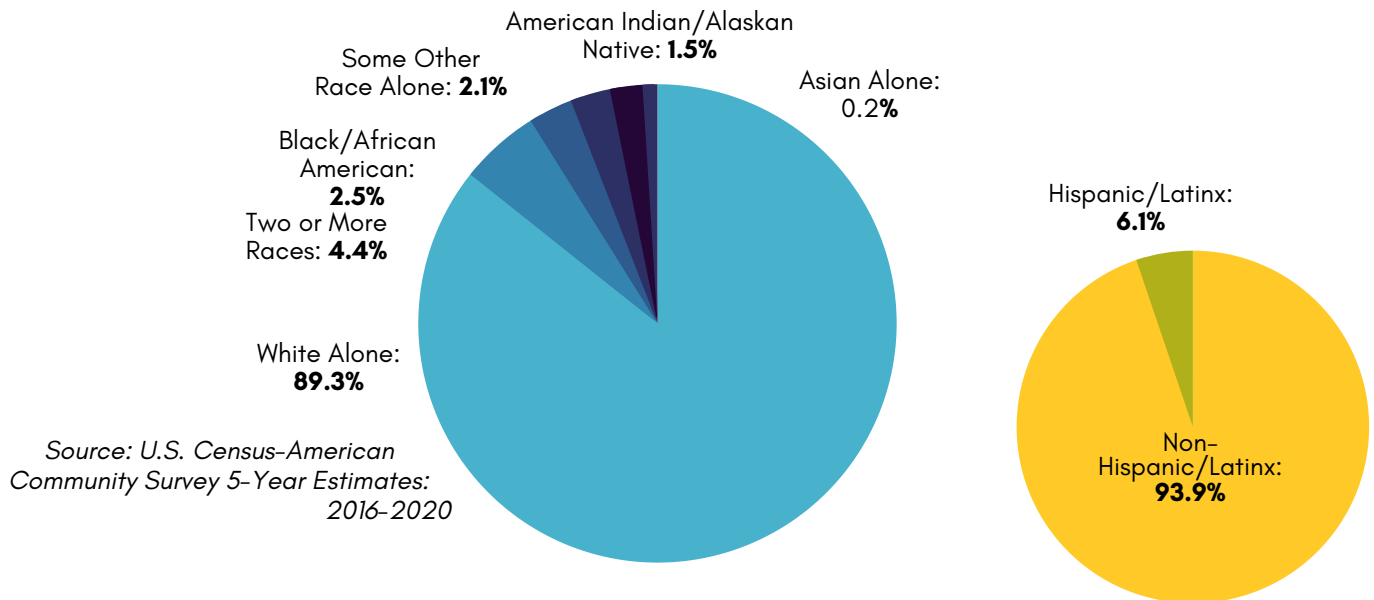
The Plan: Where Did It Come From?

- Recommendations from the Advisory Team on Government Policies and Practices from September 2020 through November 2022
- Red Wing's Human Rights Commission (HRC)
- Hispanic Outreach staff
- Tribal Council and staff of the Prairie Island Indian Community
- Input from nonprofits, schools, and governments during the Goodhue County Health Needs Assessment process from summer through fall 2022
- Public input taken at City Council meetings 2020 through 2022
- Public input taken from HRC meetings in 2020 through 2022
- Data gathered in the City's Plan to Increase Housing Stability and Reduce Homelessness – 2022
- Input received at community events in 2020 to 2022 such as River City Days, the Hispanic Heritage Festival, Night to Unite, and Juneteenth
- 20 Latinx residents who participated in a Community Listening Session focused on Hispanic residents in August 2021
- 68 survey participants who answered the Advisory Team's survey in April 2021 (Survey demographics and results available on the City's website)
- Responses from 40 participants in interviews conducted by consultant Thomas Harris through a grass-roots organization called Growing Red Wing's Voices
- More than 2,000 residents who participated in the 2040 Community Plan process in 2016 through 2018, including children, teenagers, seniors, and people of all backgrounds and ethnicities
- Steps outlined in the 2022 Memorandum of Understanding between Prairie Island Indian Community and the City of Red Wing
- Recommendations from the 2015-2017 Pedestrian Plan & Policy Report – a report from two years of study by a community-based Red Wing team and City staff
- Red Wing City staff, including all department heads and administration
- Research into other communities and evidence-based practices
- Additional conversations with nonprofits, organizations, and educational institutions
- Additional conversations with residents on individual experiences, concerns, and ideas
- Priorities in the City's Strategic Plan
- Strategies from the Red Wing 2040 Community Plan

What the Data Shows

WHY FOCUS ON RACE? In 2022, Minnesota is still one of the worst ranked states in the nation for racial disparities. That means Minnesota is one of the best states in the country in terms of jobs, education, housing, and quality of life if you are white. If you are someone who is Black, Bi-Racial, Indigenous, Latinx, Asian, or any person of color, Minnesota is one of the hardest places to secure a living wage, purchase a home, or get a good education. The gaps in these metrics and life experiences are unacceptable.

Red Wing's Population by Race & Ethnicity



Numbers to Know

1 in 4 children (25%) in the Red Wing School District identify as a student of color:

8.8% - Hispanic/Latinx
7.9% - Two or more races
3.8% - Black/African American
3.6% - American Indian
0.9% - Asian/Pacific Islander

In 2019, 94% of White students and 88% of Students of Color graduated from Red Wing High School in 4 years.

Source: MN Dept. of Education-2020

Median Household Income

There is a large difference in median income between Black households and white households in Red Wing.

\$57,056 All of Red Wing combined

\$18,545 Black/African-American households in Red Wing

\$54,688 Hispanic/Latinx households in Red Wing

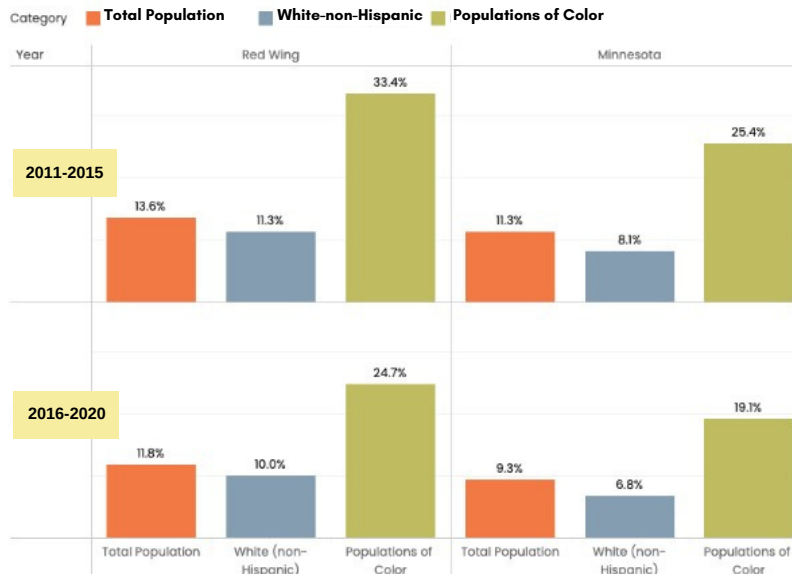
\$58,047 White (Non-Hispanic) households in Red Wing

Median household income = the dollar amount at which half the population makes more than that amount in their whole household and half the population makes less than that amount in their whole household.

Source: U.S. Census-American Community Survey 5-Year Estimate: 2016-2020
Numbers for Red Wing regarding American Indian or Asian populations are either not reported or the margin of error is too large to be reliable.

Poverty Rates

*The poverty rate in Red Wing is two and a half times higher for populations of color than it is for the white population and higher than the Minnesota rate overall.



Note: Residents of Hispanic ethnicity may be of any race and are not listed separately on this chart.

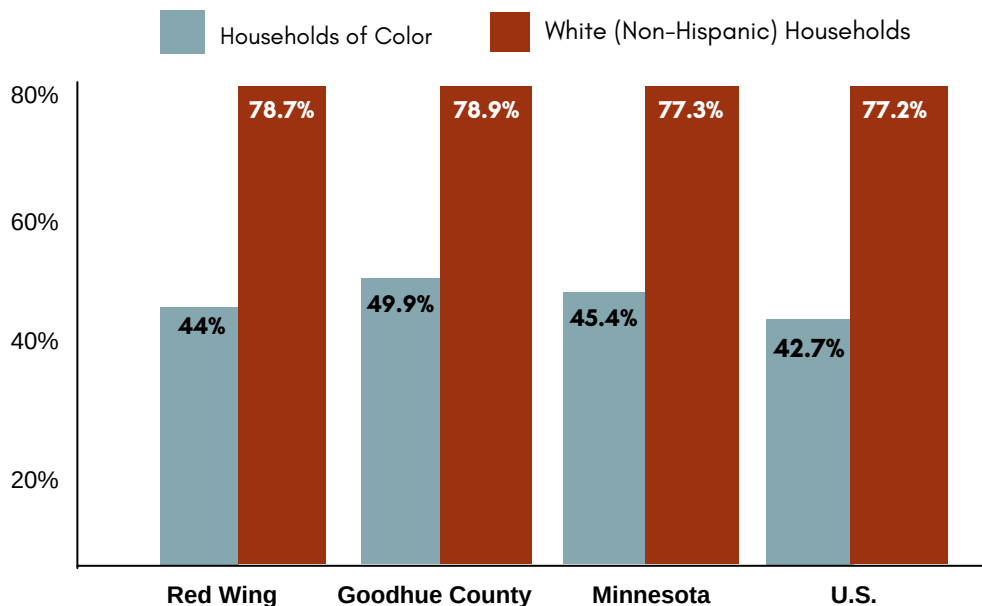
*Source: U.S. Census-American Community Survey 5-Year Estimates: 2011-2015 & 2016-2020

** Source: Massachusetts Institute of Technology Living Wage Calculator 2021 for Goodhue County

Homeownership Rates

Homeownership by Race and Ethnicity for Southern MN Region: 2000 to 2019

White residents have a far greater chance of owning a home in our region. Historically unfair government systems, lack of access to financing, implicit bias, disparities in generational wealth, and other factors often contribute to this reality.



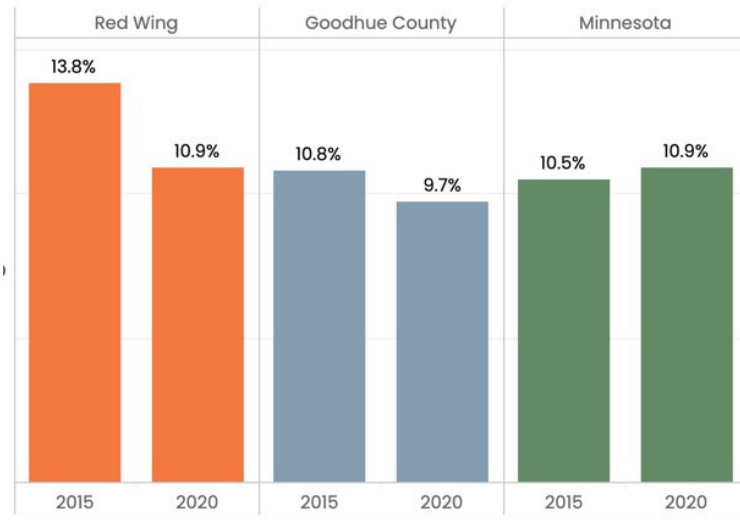
Source: MN Compass 2021

Rate of Disability

More than one in 10 of us lives with a disability.

This number has decreased over time; it was significantly higher in 2011-2015.

Keeping track of how many of us live with a disability helps us make sure we are doing our best to provide a cultural and built environment that is safe and welcoming for everyone.



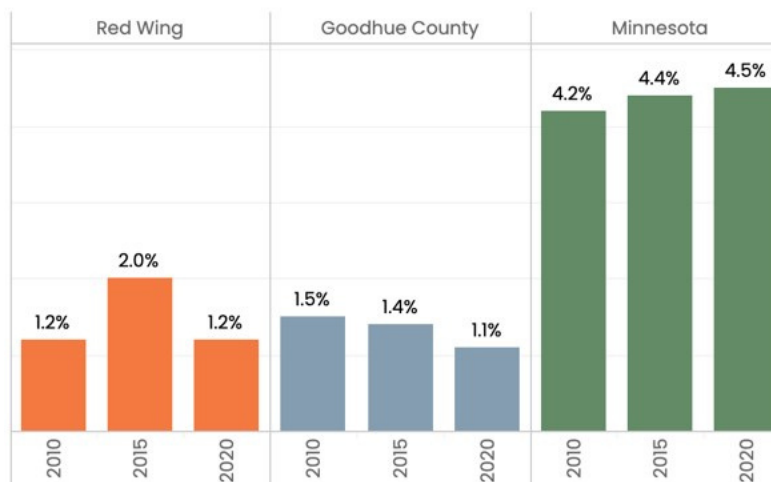
**More Facts: 25% of us age 65 and older live with a disability.
9% of us do in the 18-to-64 age group, and 3% us do in the 0-to-17 age group.**

**Source: U.S. Census-American Community Survey 5-Year Estimates: 2011-2015 & 2016-2020*

English Proficiency

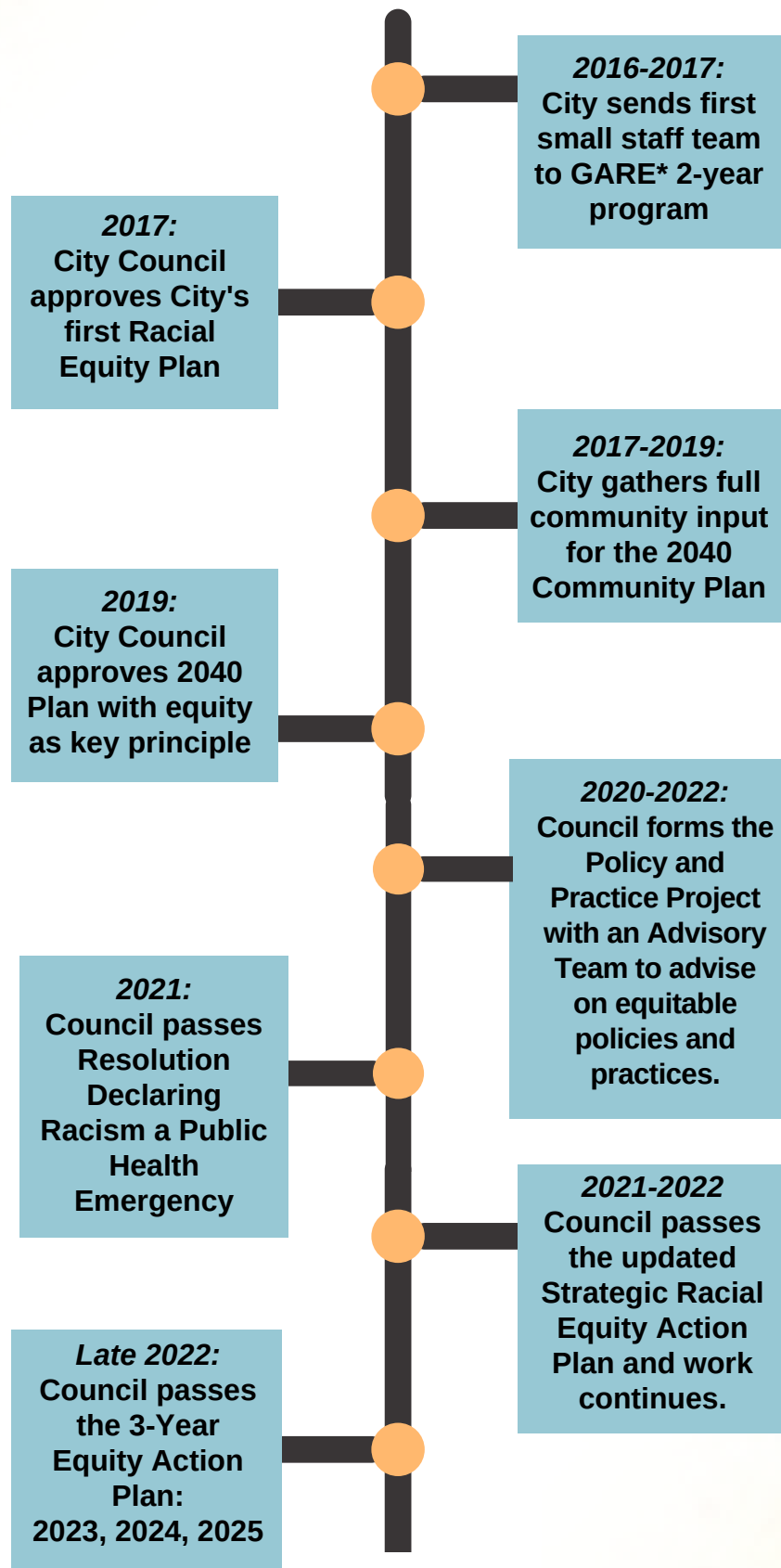
Six percent of us speak a language other than English at home most of the time.

Only 1.2% of us report we speak English "less than very well."



Source: U.S. Census-American Community Survey 5-Year Estimate: 2016-2020

Timeline of Steps Toward Equity So Far



*GARE = Government Alliance on Race and Equity national program

Our Tool to Plan & Evaluate the Work

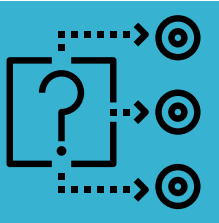
HEEAP: Health, Equity, and Excellence in All Policies

The KEY THREE: If you have very little time, ask yourself these three questions:

1. What are the impacts of the proposal/decision?
2. Who will benefit and who will be burdened?
3. What are the strategies to lessen any unintended or negative consequences?



Always start with the your desired *result* in mind. Then decide how you want to get there.



1. Identify Impacts

- What are the desired results you want in the community?
- What are the desired outcomes within the City of Red Wing organization?
- What is the policy or practice being considered to get to those results?
- What are all the things this proposal could have the ability to impact?



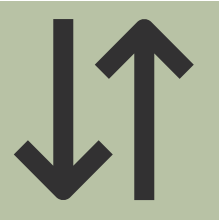
2. Collect & Analyze Data

- Will this impact a specific geographic area, neighborhood, or demographic?
- Do we have data on the area or the populations who may be most affected?
- Are there gaps in our data? How can we get better or updated data?
- Are there data on best practices or data that supports this proposal?



3. Engage the Residents Most Affected

- How have different populations been engaged? Can we expand that?
- How have we engaged the people most affected by the proposal/decision?
- What did we learn from that engagement?



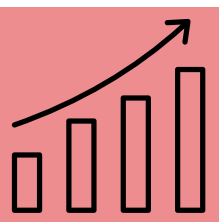
4. Consider Positive & Negative Consequences

- Who benefits and who is burdened by this proposal?
- What are the potential unintended negative consequences of this proposal?
- What are the strategies to eliminate or decrease those negative consequences?
- Could we engage community partners for more positive impact?



5. Plan the Implementation

- What is the plan for implementation and is it realistic?
- Is implementation resourced with the proper funding and staffing?
- Are there resources for ongoing data collection, public reporting, communication, and community engagement?



6. Document and Evaluate

- Ask and document: "How much did we do? How well did we do it? Are people better off? Are we achieving the anticipated outcomes?"
- What do we need to do differently to get better outcomes going forward?
- How can we build relationships & partner to ensure the work is sustainable?

Our Vision

This is the city where we want to live.

- **#1: Every area of local government will be free from inequities of all kinds.** This includes the areas of housing, public safety, environmental justice, hiring practices, economic success, youth opportunities, zoning, parks, the library, and all public buildings, spaces, and services.



- **#2: The City of Red Wing will be a workplace that prioritizes equity, values a diverse workforce, and emphasizes recruitment, retention, education, and training.**



- **#3: All residents will be able to live safely and securely in a healthy, equitable environment.** This means all of us, inclusive of every race, age, ethnicity, gender identity, socio-economic status, physical ability, language proficiency, and immigration status.

Our Goals and Strategies

Residents will be central in helping to evaluate and update the plan.

Action Steps for each strategy begin on page 16.

Goal #1: Acknowledge Harm and Create a Culture of Accountability.

STRATEGY 1.A. Create a system for people to find information and resources on human rights and provide an avenue for people to report discrimination they may experience in our community.

STRATEGY 1.B. Support and implement projects that educate residents about the people, places, and stories of Red Wing's cultures.

STRATEGY 1.C. Support community conversations that open people up to gaining more understanding of each other.

Goal #2: Build a More Inclusive Decision-Making Process

STRATEGY 2.A. Diversify membership on Council, boards, and commissions, and remove barriers to member participation.

STRATEGY 2.B. Use the City's decision-making tools regularly in planning and implementing City budgets, policies, practices, and projects.

STRATEGY 2.C. Provide City information in language that is easier to read and understand.

STRATEGY 2.D. Help build a sense of connections and belonging across Red Wing's many populations.

Goal #3: Expand the Use of Data

STRATEGY 3.A. Collect, report, and use data to identify where inequity gaps may exist. When appropriate and possible, include data that is disaggregated by race or other categories; this helps see where the gaps are.

STRATEGY 3.B. Make more data accessible to the community and utilize data to make positive changes.

STRATEGY 3.C. Set aside a dedicated amount in each annual City budget for supporting the collection and sharing of data.

Goal #4: Engage More People Who Are Not Often Heard

STRATEGY 4.A. Continue to support a diverse community-based group, board, or commission that focuses on equity to advise City Council on policies and practices.

STRATEGY 4.B. Provide more opportunities for staff and elected or appointed officials to talk directly with residents. Be flexible to residents' locations and needs when possible (childcare, transportation, interpretation, etc.)

STRATEGY 4.C. Increase language accessibility across all departments.

STRATEGY 4.D. Work with trusted sources in Red Wing to gather input from people not usually engaged with government.

STRATEGY 4.E. Reach out to gather input and feedback on more topics from more people on issues of interest.

Goal #5: Create a Culture within the City Organization that Prioritizes Equity

STRATEGY 5.A. Increase knowledge about people's roles in helping the City become a more equitable organization. This includes staff and elected and appointed leaders.

STRATEGY 5.B. Increase accountability of each department, board, and commission to report actions on equity.

STRATEGY 5.C. Increase the hiring and retention of full-time employees, interns, mentees, and seasonal workers who are persons of color.

STRATEGY 5.D. Allow more flexibility in hiring requirements.

STRATEGY 5.E. Create and prioritize an internal staff team that will focus on building equity knowledge and skills throughout the organization.

Goal #6: Increase Equity in City Services and Spaces, and in Programming on City-Owned Properties.

STRATEGY 6.A. Help make community-wide events more welcoming to and reflective of diverse residents.

STRATEGY 6.B. Increase public art & culture projects in parks and other public spaces that focus on diverse representation, engage the community, and cultivate a stronger understanding among people.

STRATEGY 6.C. Review regularly the language on leases, contracts, and requests for proposals so services provided on City-owned land follow federal and state guidelines for inclusive contracting.

STRATEGY 6.D. Build on agreements and memorandums of understanding between the City of Red Wing and Prairie Island Indian Community.

STRATEGY 6.E. Investigate new ways of working to serve residents and visitors better in high-intensity situations.

STRATEGY 6.F. Expand inclusive programming and increase promotion to broader audiences.

STRATEGY 6.G. Broaden the types of people and cultures represented in our city-owned spaces.

STRATEGY 6.H. Find ways to bring high-speed broadband to the wider community.

Goal #7: Increase Equity in Economic Development and Housing.

STRATEGY 7.A. Collaborate with local housing partners and developers to provide more affordable and supportive housing.

STRATEGY 7.B. Improve current affordable housing so people have healthy, safe places to live.

STRATEGY 7.C. Increase education and awareness of economic and housing issues.

STRATEGY 7.D. Create more stable transitional housing to decrease homelessness.

STRATEGY 7.E. Create more opportunities for on-site and at-home businesses owned by people who identify as Black, Indigenous, Bi-Racial, Hispanic/Latinx, Asian, and other people of color -- which will strengthen community-wide economic stability.

STRATEGY 7.F. Act as a convener, when appropriate, to bring community partners together around complex issues at the local level.

Goal #8: Make Highways, Streets, and Sidewalks Safer for All.

STRATEGY 8.A. Improve safety in high-traffic areas used heavily by those who travel by walking, biking, and bus.

See Action Steps on the following pages.

Action Steps for Red Wing's Equity Action Plan 2023, 2024, 2025

Green: Making Progress; Yellow: Started But On Hold; Red: Have Not Started Yet

Highlighted Updates Occurred from January through April 2024

The Plan has eight long-term, overarching goals (see pages 12-15).
The Strategies and Action Steps on the following pages are categorized by these goals.

Some Strategies and Action Steps from the 2022 Plan have been refined or clarified.
New items added since the 2022 Plan are highlighted and marked with an asterisk (*).

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
Goal #1: Acknowledge Harm and Create a Culture of Accountability					
#1.A. Create a system for people to find information and resources on human rights and provide an avenue for people to report discrimination they may experience in our community.	(1.A.1.) Promote the newly created Human Rights Resource Connection.	Community Engagement	Ongoing		--Human Rights Commission sub-committee assisted in promotion through posters and flyers at businesses, nonprofits, at festivals, on websites, and through social media. Less than 10 people have called since program began in early 2023. Current City staff monitor the phone calls and emails and provide a report to the HRC regularly.
#1.B. Support and implement projects that educate residents about the people, places, and stories of Red Wing's cultures.	(1.B.1.) Post the PIIC-approved Acknowledgment Statement of Tribal Land on multiple public property sites--in collaboration with PIIC's Tribal Historic Preservation Office (THPO).	Community Engagement Community Development	2024		-- New signs were posted at Goodhue County Historical Society in spring 2023. -- PIIC and the City are collaborating on a master plan of local sacred sites in 2024. The plan will include a digital story map so people can visit in person or online and do a self-tour of learning.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	(1.B.2.) Produce videos on at least three topics and/or locations that highlight Black, Native American, and Hispanic/Latinx history in Red Wing.	Community Engagement, Admin. Services	2025		--Staff will work with History Center, residents, and potentially other entities who specialize in historical productions.
	(1.B.3.) Lead or assist community partners on public art and/or public recognition projects that share history and/or culture of populations that have often been overlooked in the past. (a) Rewrite language on plaques and update tipi area at Bay Point Park. (b) Complete sidewalk art project adjacent to Salvation Army (near location of the Equal Rights Meat Market. (c) Implement the Mural Honoring the Dakota at the City site of 320 Bluff Street and assist with engagement efforts (d) Work with St. James Hotel to designate this site as Red Wing's first Black barbershop—an important place in Black history in Red Wing.	Community Engagement, Community Development, Public Works, Engineering	2023 2024 2025		(a) RW will be collaborating with Prairie Island will be collaborating on researching and designing tipi area in 2024. Plans are to construct the project in 2025. (b) Sidewalk art spotlighting Jeremiah Patterson and the Equal Rights Meat Market was installed in summer 2023 on Plum Street next to the Salvation Army. (c) The Honoring Dakota Mural was completed after a series of successful engagement sessions throughout 2023. The Wopida celebration event was held on Chief Red Wing Day 2023; the lieutenant governor attended and spoke. A community meal was served at the library afterward. Roughly 300 people from Prairie Island and the Red Wing communities attended. (d) Sidewalk art spotlighting the life of Joseph Parker and the St. James as the first Black barbershop in Red Wing is going through approval process and will be installed in summer 2024.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	(1.B.4.) Produce brochure in collaboration with PIIC to share information with residents about Native burial mound locations on public and private land and the importance of land stewardship.	Community Engagement, Admin. Services	2024		--City staff will work with PIIC THPO to draft the language and design. Discuss if this might also include the map of sacred sites as noted on previous page.
	(1.B.5.) Co-host event at He Mni Can-Barn Bluff with PIIC Tribal Council to celebrate plaza project.	Community Development, Community Engagement	2024		--City staff working with PIIC Communications staff and THPO on planning and implementation.
#1.C. Support community conversations that open people up to gaining more understanding of each other.	(1.C.1.) Human Rights Commission (HRC) to plan and host community conversations.	HRC	2023 2024		--HRC held first conversation in fall of 2023.
	(1.C.2) Work with the City's economic development partners to share best practices on making all people feel welcome as customers and employees in businesses, shops, and all workplaces across RW.	Community Engagement, Community Development	2023 & Ongoing		--City and 13 other partners held two 3-hour workshops in December 2022 for customer service employees anywhere in Red Wing. City partnered with Downtown Main Street and Honoring Dakota Project to promote the "Lessons from Our Inclusive Economic Stories" work and presentation in fall 2023.
Goal #2: Build a More Inclusive Decision-Making Process					
#2.A. Diversify membership on Council, boards, and commissions, and remove barriers to member participation.	(2.A.1.) Put into place interpretation and transportation options for board/commission members who need it. Evaluate and make changes as required.	Community Engagement, Admin Services	2024 & 2025		--Pilot transportation services in 2024. --Pilot interpretation services in 2025.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	(2.A.2.) Give Council and board/commission members the option to mark their demographic identities once they are elected/appointed so the City can document the community's representation.	Admin Services	2024		--Staff will add to the onboarding process for new members in early 2024. Current commissioners will be given the option of identifying in early 2024.
	(2.A.3.) Encourage residents of varying ages and backgrounds to volunteer on boards and commissions to increase local participation and increase representation in advising the City Council.	Admin. Services, Community Engagement	2023 & Ongoing		--City will create additional videos and other material in 2024 that continues to encourage people of all ages and backgrounds to participate in boards and commissions.
#2.B. Use the City's decision-making tools regularly in planning and implementing City budgets, policies, practices & projects.	(2.B.1.) Use the HEEAP Policy Tool more systematically at the staff, Council, and board/ commission levels. (HEEAP = Health, Equity, and Excellence in All Policies)	Admin & Dept. Heads	Ongoing		--Staff, boards, and commissions are incorporating this tool in their annual and long-term plans.
*#2.C. Provide City information in language that is easier to read and understand.	*(2.C.1.) Make budgeting information easier to understand and more accessible online to the public so more people know where tax dollars are going.	Admin Business, Admin Services	2024 & Ongoing		--In 2024, the City will promote the new software tools it now has to share transparency, and ask for community feedback, on future annual city budgets.
	*(2.C.2.) Edit public notice and public hearing letters to make them more reader-friendly, as much as possible based on state guidelines.	Community Engagement, Public Works, Engineering			--City started this with the recent East 7 th Street project and continues this practice in its communication with the public.
	*(2.C.3.) Write a regular Q&A series to educate the public on general city government topics, including housing, law enforcement, and other topics of interest.	Community Engagement	2023 & Evaluate		-- Staff will begin this in 2024 and has compiled a list of subjects, based on residents' questions and feedback.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
*2.D. Help build a sense of connections and belonging across Red Wing's many populations.	*(2.D.1.) Work with community partners to create a type of "Lift Up Leaders" program that gets emerging leaders of diverse backgrounds ready and excited to join local boards, commissions, and/or elected office. Must be flexible to meet the needs of residents.	Community Engagement	2025		--Preliminary research has been done. Will need time and resources for this work in the future. Planning to happen in 2025. Goal is more people will get involved in government and various leadership positions in Red Wing.
	*(2.D.2.) Create a neighborhood small-grant program so residents can take ownership of their area and accomplish projects with each other. Funds should be prioritized in neighborhoods where improvements are needed most.	Community Engagement	2025		--Preliminary research has been done. Planning to happen in 2025.
Goal #3: Expand the Use of Data					
#3.A. Collect, report, and use data to identify inequity gaps. When appropriate and possible, include data disaggregated by race or other categories; this helps identify the gaps.	(3.A.1.) Identify data in each department that is (or should be) collected that helps point out potential inequity gaps in services, amenities, and/or programming for neighborhoods and populations.	Dept. Heads, Community Engagement	2023 & ongoing		--The library is working with the City's GIS staff to determine gaps in service based on geography. The purpose is to learn what areas of town the library may not be reaching.
	(3.A.2.) Collect and provide data to the Red Wing Report Card and its updates. www.redwingreportcard.org	All Dept. Heads	2023 & Ongoing		--Multiple sections of the Report Card, including Demographics and Economy, have been updated. Data will continue to be updated through mid-2024.
#3.B. Make more data accessible to the community and utilize data to make positive changes.	(3.B.1) Complete the Red Wing Report Card and continue to update it regularly with feedback from the public.	Community Engagement	2023 & ongoing		--Report Card now has nine sections online , with more than 100 graphs and data points on topics such as Housing, the Economy, the Environment, Public Safety, Health, and Community Connections.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	*(3.B.2.) Public safety departments will provide short written and verbal reports to Council twice a year on important statistics.	Fire Police	2023 & Ongoing		--This started with the Police Department reporting on its updated policies that are aligned with new state mandates. The Fire Department presented on the ambulance funding and changes that need to be made at the state level.
#3.C. Set aside a dedicated amount in each annual City budget for supporting the collection and sharing of data.	(3.C.1.) Set aside funds for the updating of the Red Wing Report Card.	Community Engagement	2023 & ongoing		--The drafted 2024 budget has funds allotted to updating the Report Card.
Goal #4: Engage More People Who Are Not Often Heard					
#4.A. Continue to support a diverse community-based group, board, or commission that focuses on equity to advise Council on policies & practices.	*(4.A.1.) Continue to support the Human Rights Commission and seek input from the HRC on policies and practices around human rights.		2023 & Ongoing		--The Human Rights Commission remains funded in 2024 and Council encourages feedback on its policies and practices.
	*(4.A.2.) Gather a community group of residents together in mid-2025 years to gauge progress on the Equity Plan and the recommendations of the Advisory Team of 2020-2022. This group will be independent of a board/commission, will meet short-term, and provide a report of findings.	Community Engagement	2025		--Group would be brought together in mid-2025.
#4.B. Provide more opportunities for staff & elected/appointed	*(4.B.1.) Organize/participate in events in neighborhoods and housing facilities. (a) Include the "speed	Community Engagement, Dept. Heads, Council	Mid- 2023 & ongoing		--Six community listening sessions were held in August 2023. --Focus groups happening in May

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
officials to talk directly with residents. Be flexible to residents' locations and needs when possible (childcare, transportation, interpretation, etc.)	<p>round" format where people talk in small groups for short periods.</p> <p>(b) Plan some gatherings without a specific agenda – offer a space for residents to talk and bring questions.</p> <p>(c) Host "open-mic"-style nights for people's ideas.</p>				<p>and June to collect feedback on improving safety on streets, intersections, and sidewalks. Groups will focus on students, elderly residents, and those who are hearing/sight/mobility impaired.</p>
	<p>(4.B.2.) Reinvigorate and enhance events and locations where police officers connect with kids, teens, and families. Ideas include the following:</p> <p>(a) Play times in parks</p> <p>(b) Open gym times at the Y and TBMS to play ball with teens</p> <p>(c) After-school programs</p> <p>(d) Open gym at Colvill Family Center to interact with younger children.</p> <p>(e) Coffee with a cop</p> <p>(f) Ride-a-longs with officers</p> <p>(g) More visits to elementary and preschools.</p> <p>(h) Participate in Community Connect event.</p> <p>(i) More tours and open houses of law enforcement building</p>	Police	2023 & Ongoing		<p>Police department formed a new Community Engagement staff committee to plan and execute a variety of events and activities throughout the year.</p> <p>Police Officers held these engagements efforts in 2024:</p> <p>--Pol(ice) Skating – February</p> <p>--Scouts Tour – February</p> <p>--Donation Day with River Bluff Human Society, April</p> <p>--Coffee with a Cop at Mandy's, April</p> <p>--Bike Rodeo, May</p>
	<p>*(4.B.3.) Increase the amount of time police officers are walking or bicycling the streets to get officers out talking, waving, and interacting with residents. (Includes neighborhoods and retail areas.)</p>	Police	2023 & Ongoing		<p>--Will increase when staffing positions are filled so there are more officers available.</p>

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	*(4.B.4.) Meet with the Hispanic community on a regular basis with interpreters. Start with bi-annual meetings with the Police and Fire Departments. Expand to Engineering, Public Works, City Council, etc.	Police, Fire, Public Works, Engineering, Community Engagement, City Council	2024 and ongoing		--City and Hispanic Outreach planning a joint meeting with public safety and rental housing inspection staff in June.
#4.C. Increase language accessibility across all departments.	(4.C.1.) Increase Spanish translations in important City documents & information regarding projects and events. (a) Public hearing notices (b) Assessment notifications (c) Neighborhood construction project letters (d) Community event flyers (e) Election information (f) Board/commission applications (g) Important City online and hard-copy forms (h) Other information as deemed important.	Dept. Heads, Community Engagement, Admin. Services	2023 & Ongoing		--City translates many of its posters and flyers to reach all families, including those who are Spanish speaking. --Website now has translation button readily displayed in upper right corner of screen on every page.
	MORE DETAILS ON THE FOLLOWING PAGES				

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	<p>*(4.C.2.) Police Dept. to provide language accessibility in all facets of the department.</p> <p>(a) Use language cards and Language Line translation services during traffic stops when needed.</p> <p>(b) Offer important documents, including citations, in Spanish.</p> <p>(c) Ensure important information is immediately clear and visible in Spanish in the law enforcement lobby.</p> <p>(d) Ensure all documents and/or evidence related to cases are translated from Spanish to English or vice-versa when needed.</p> <p>(e) Retrain every officer in Language Line every year.</p> <p>(f) Provide law-enforcement translation services for every non-English speaking person providing testimony (available through Language Line).</p> <p>(g) Translate event flyers (like the Bike Rodeo and others) into Spanish.</p>	Police	2023 & ongoing		<p>--Fire Dept. working with outside firm in hiring process to reach wider range of potential employees.</p> <p>--Language cards and Language Line are now being used.</p> <p>--Posters are being translated into Spanish.</p>
	(4.C.3.) Make interpretation services more available for larger meetings or meetings with staff members.	Community Engagement	2023 & Ongoing		--Purchasing interpretation equipment for meetings.
#4.D. Work with trusted sources in Red Wing to gather input from people not usually engaged with government.	*(4.D.1.) Designate a police officer liaison to the Hispanic Outreach board to build relationships and better understand concerns and issues.	Police	2023		--Designate officer in mid-2024.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	(4.D.2) Police meet regularly with sexual assault advocates at HOPE Coalition to address concerns, talk protocols, and build relationships.	Police	2023 & Ongoing		
*#4.E. Reach out to gather input and feedback on more topics from more people on issues of interest.	*(4.E.1.) Conduct regular community surveys to help measure where residents feel equity improvements are being made – and where they are still needed.	Community Engagement	2023 & Ongoing		--Community survey in fall 2023 outlined some areas where equity needs to increase.
	*(4.E.2.) Conduct listening sessions with the public on specific practices and areas of interest. Host some out in neighborhoods and different sites– not just in City buildings.	Community Engagement, Dept. Heads, Council	2023 & Ongoing		--Focus groups planned for May and June on road safety and other topics of concern to residents.
	(4.E.3.) Increase involvement of youth in project planning (i.e. parks, trails, playgrounds, skate park, etc.)	Community Engagement	2023 & Ongoing		

Goal #5 Create a Culture within the City Organization That Prioritizes Equity

#5.A. Increase knowledge about people's roles in helping the City become a more equitable organization. This includes staff and elected and appointed leaders.	(5.A.1.) Hold periodic workshops for staff, Council, boards, and commissions.	Admin Services, Community Engagement	2023 & Ongoing		--2024: All directors and deputy directors attended a 2-hour training in late March with representatives of Prairie Island to learn about history, culture, and building relationships today. Future workshops for each department are being planned. --2023: City held equity workshops for departments in December.
	*(5.A.2.) Departments will learn about and use GARE's expanded resources related to their departments. GARE is the Government Alliance on Race and Equity. Red Wing is a member.	Dept. Heads, Community Engagement	2023 & Ongoing		--GARE expanded its resources in 2023. Red Wing will participate in some of those resources and trainings in 2024.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
#5.B. Increase accountability of each department, board, and commission to report actions on equity.	*(5.B.1.) Each of the seven advisory commissions to the Council, including the Port Board, will create a 5-Year Plan that includes how equity fits with their action steps. Plans and accomplishments will be presented to Council at the annual workshop. Plans will be updated yearly.	Admin., Staff Liaisons, Community Engagement, Council	2023 & Ongoing		--Commissions are updating their 5-Year Plans that identify areas for a timeline, budget, staff time, and equity.
	(5.B.2.) Non-advisory boards and committees such as the Library, Sheldon, HRA, Harbor, Airport, and Charter will document how equity is considered in their own plans.	Admin., Staff Liaisons, Council	2023 & Ongoing		--The library is reorganizing their religion section to be more open, representative, and user-friendly. --The library is working to reach out to under-represented populations to make their space and collections more inclusive and welcoming.
	(5.B.3.) Each staff department will outline its equity goals for the coming year, and the past year's accomplishments, and present to Council at its annual workshop.	Admin., Dept. Heads, Council	2023 & Ongoing		--Dept. heads are providing accomplishment reports to Council. Council Administrator discusses these action steps with Dept. Heads in monthly meetings and progress reports.
#5.C. Increase the hiring and retention of full-time employees, interns, mentees, and seasonal workers who are persons of color.	*(5.C.1.) Finalize and implement training protocol for staff members on the City's hiring panels to ensure interviews are inclusive and welcoming for all.	Admin. Services	2023		Protocol has been implemented and will be evaluated in 2024.
	*(5.C.2.) Reach out to a greater geographic area for more applicants and a broader diversity of applicants.	Admin. Services	2023 & Ongoing		--Public Safety departments are experimenting with different hiring protocols to broaden the pool of applicants.
	*(5.C.3.) Continue option for applicants to have virtual interviews.	Admin. Services	2023 & Ongoing		

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	*(5.C.4.) Hide every name and address throughout the hiring process.	Admin. Services	2023 & Ongoing		
	(5.C.5.) Expand involvement with school district's Flight Paths program and Ignite's Learn to Earn program to ensure all students have access to learning about jobs and careers in the City's multiple departments.	Admin Services & Dept. Heads	2023 & Ongoing		<p>--The Public Works Department met with and presented in front of the high school's Flight Paths program.</p> <p>-- The City has hired high school students for internships in engineering, communications, and emergency management systems so far, for summer 2024.</p>
#5.D. Allow more flexibility in hiring requirements.	(5.D.1.) Regularly review the training, licensing, & education requirements for positions. Reduce or remove requirements when possible or provide for the training on-site.	Admin Services & Dept. Heads	2023 & Ongoing		<p>--The Fire Dept. reduced its certification requirements to allow for a wider scope of applicants to apply.</p> <p>----The three people hired through the Apprentice Program at Public Works were hired full-time.</p>
	*(5.D.2.) 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.	Admin Services & Dept. Heads	2025		--This is a part of the City's Strategic Plan but has not been implemented yet.
#5.E. Create and prioritize an internal staff team that will focus on building equity knowledge and skills throughout the organization.	(5.E.1.) Create internal (opt-in) team that meets regularly. Utilize resources and information from a variety of equity-in-government entities. Learn about best practices and pilot some practices within the City organization.	Staff members of varying departments and employee levels.	2024		

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
Goal #6: Increase Equity in City Services and Spaces, and in Programming on City-Owned Properties					
#6.A. Help make community events more welcoming to and reflective of diverse residents.	(6.A.1.) Financially support organizing and implementing the Juneteenth celebration at an amount of \$10,000 (the same as the 2022 budgeted amount).	Council, Community Engagement	2023 & Ongoing		--City's HRC organized and hosted the second annual Juneteenth event in 2023, funded by the City. --In 2024, City Council allotted \$5,000 toward the Juneteenth event, but it will not be hosted or organized by the City.
	(6.A.2.) Financially support the Hispanic Heritage Festival annually and have a City presence at the event.	Council	2023 & Ongoing		--2024 budget is providing \$5,000 for the Hispanic Heritage Festival. --2024 budget is providing \$5,000 for the Red Wing's second annual Pride festival.
	(6.A.3.) Require that agencies who request City funds or in-kind services in order to hold a community event must document how they will reach out to all populations in their planning, programming, and/or promotion. City will provide a sheet that shares ideas on how to do so.	Public Works, Community Engagement, Council	Early 2023		--On hold. Funding for these types of events was drastically cut for 2023 and 2024, so this may not be available for the near future. However, this will still be put in place if and when available funds come back in the future.
#6.B. Increase public art and culture projects in parks & public spaces that focus on diverse representation, engage community, and cultivate a stronger understanding among people.	6.B.1. See item 1.B.3. of this Plan for the 2023 public art and engagement projects: the Dakota Mural Project, sidewalk art honoring the Red Wing Equal Rights Meat Market, and acknowledgment of Red Wing's first Black barbershop at the St. James Hotel.	Public Works, Engineering, Community Engagement	2023 & Ongoing		See item 1.B.3. of this Plan for the 2024 projects.
	*(6.B.2.) Support the Arts & Culture Action Plan and the policies/practices within it.	Council Dept. Heads	2023 & Ongoing		--Arts and Culture Commission and City Council approved the Stand in the Shadows: Joseph Parker sidewalk art project.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
#6.C. Review regularly the language on leases, contracts, & requests for proposals so services on City-owned land follow federal guidelines for inclusive contracting.	*(6.C.1.) Take steps outlined in Red Wing's new Title VI Plan, which guides our equity standards for all federal construction projects.	Engineering, Community Engagement, Public Works	2023 & Ongoing		--Title VI Plan approved fall 2022. Additional protocols continue to be implemented in 2024.
	*(6.C.2.) Complete revision of local contracting guidelines, which includes updated inclusive language.	Public Works	2023		
#6.D. Build on agreements and memorandums of understanding between the City and Prairie Island Indian Community.	(6.D.1.) Complete the archeology study at the Hwy. 19 & Hwy. 61 property to be aware of Native resources on this city-owned land.	Community Development	2023		--Study was completed in late 2023 and a presentation provided to the Heritage Preservation Commission.
	(6.D.2.) Prioritize and participate in meetings with PIIC staff and Tribal Council. (a) Meet quarterly with RW and PIIC staff to continue the MOU work. (b) Meet quarterly among City Council and Tribal Council to continue strengthening relationships and make progress on projects.	Engineering, Public Works, Community Engagement City Council	2023 & Ongoing		--Meetings continue to happen quarterly in 2024.
	*(6.D.3.) Create addendum to MOU with protocols on plant care on sacred land. Collaborate with Prairie Island Land & Environment Dept.	Public Works, Community Engagement	2023		--The City has drafted an Integrated Pest Management Plan that incorporates He Mni Can-Barn Bluff as a sacred site. The draft is being worked on by PIIC and RW and will be brought to Council in late spring 2024. --Tribal Historic Preservation Staff and other members of the PIIC community met with and trained workers at He Mni Can-Barn Bluff

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
					kiln project to ensure plant life was appropriately cared for and herbicides used properly during the kiln improvement project.
*#6.E. Investigate new ways of working to serve residents and visitors better in high-intensity situations.	*(6.E.1.) Research options and opportunities for police officers to collaborate with mental health specialists when dealing with people in a mental-health crisis. Hold community discussions.	Police, Community Engagement	2024 2025		
	*(6.E.2.) Review police officer trainings for assisting those reporting sexual assault; consider adding ACEs training. Consider collaboration programs in partnership with local sexual assault advocates.	Police	2023 2024		
	*(6.E.3.) Ensure emergency management protocols include sharing of information in Spanish and other languages as needed. Update plans if necessary.	Police Admin. Services	2023 & Ongoing		
	*(6.E.4.) Continue to support trainings for staff who work regularly with community members undergoing a mental-health situation.	Dept. Heads	2023 & Ongoing		--Fire department staff went through mental health training and assistance in 2023.
#6.F. Expand inclusive programming and increase promotion to broader audiences.	(6.F.1) Promote city programs in new places such as laundromats, the food shelf, Hispanic grocery stores, and schools—and with community organizations who are trusted sources within various populations in RW.	All Dept. Heads, Community Engagement, Admin. Services	2023 & Ongoing		--The City continued to do this, most recently for the landlord and tenant meetings in April 2024.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	(6.F.2.) Research and test out ways to survey audience demographics and interest in programs to gauge how well our City programming is reaching all populations.	Community Engagement	2024		--This includes programs through the library, Sheldon, Park Naturalist program, and other City-run events. Evaluate to see if and how programs should expand or change.
	(6.F.3.) Pilot a library locker program in one high-priority neighborhood and evaluate for possibly more.	Library	2023		
	(6.F.4.) Continue creating a seasonal brochure for RW low-cost and no-cost family events (English & Spanish).	Admin. Services Community Engagement	2023 & Ongoing		Staff completed this in 2022. Lack of capacity made this stall in 2023.
*#6.G. Expand the types of people and cultures represented in our city-owned spaces.	*(6.G.1.) (a) At the Library, increase the diversity of the artists and artwork displayed and work with local artists to exhibit new rotating displays. (b) Continue expanding the number of Spanish-language materials and resources at the library. (c) At the Sheldon, consider adding new names to the lobby that represent a wider variety of artists with different backgrounds.	Library Sheldon	2023 & Ongoing		--Library partnered with the HRC to display information about Black history during Black History Month and is hosting the Testify Exhibit in June, including a talk with Dr. Christopher Lehman about the history of slavery in MN.
#7.H. Find ways to expand high-speed broadband in the wider community.	*(6.H.1) Consider partnering options with the City's franchise provider that would allow for greater, future broadband possibilities.	Admin. Services	2024		

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
Goal #7: Increase Equity in Economic Development and Housing					
#7.A. Collaborate with local housing partners and developers to provide more affordable and supportive housing.	(7.A.1.) Continue working with Three Rivers Community Action on the potential affordable housing project with supportive units included.	Community Development , Community Engagement, HRA Council	2023 2024 2025		--Council did not approve the Three Rivers Housing location in 2023. More work will be done in 2024 to review zoning and find new areas that could be approved.
	*(7.A.2.) Help combat the stigma of affordable housing and NIMBY (Not In My Back Yard) thinking. Provide factual, data-driven information to community members when developers are looking at new housing projects.	Community Development, Community Engagement, HRA	2023 & Ongoing		
*#7.B. Improve current affordable housing so people have healthy, safe places to live.	(7.B.1.) Continue Rental License Program inspections with goal that every tenant has a safe & healthy place to live.	Community Development, HRA	2023 & Ongoing		-- City is tracking data and continues to inspect rental units. It also maintains its complaint program to take care of serious issues quickly.
	*(7.B.2.) Prioritize work in mobile home neighborhoods (a) Find ways local government might improve structural safety in and around mobile homes & neighborhoods. (b) Research if cities can mandate that management provide language accessibility in contracts, licenses, & agreements. (c) Engage with mobile home owners and manager(s) to listen to concerns. Seek out how the City may be able to assist with those concerns.	Community Development, Community Engagement	2024 2025		
	*(7.B.3.) Work with HRA and other housing partners to create a robust, multi-faceted program that reinvigorates houses, focusing first on homes of low- and moderate-income households.	HRA Community Development	2025		--This Strategic Plan item needs more research and resources to pilot a larger-scale program.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	(7.B.4) Revisit parking and zoning guidelines so they are less restrictive and make more housing sites available.	Community Development	2023 2024		--Parking Study will be reviewed in early January 2024 with the Council. Steps will be taken in 2024 to implement recommendations.
#7.C. Increase education and awareness of economic and housing issues.	*(7.C.1.) Promote classes and sessions related to economic stability and housing by partners such as Three Rivers, Goodhue County, HRA, MN State College SE, Community Ed, and others to help residents know what's available.	Admin Services, Community Engagement			--Staff now works with housing partners to share information on City's social media platforms, website, and Channel 6.
	(7.C.2.) Increase education and awareness of landlord and tenant rights and responsibilities. Partner with Goodhue County and HRA.	Community Development, Community Engagement, HRA			--City hosted two meetings in April for renters and landlords and included resources, including details on tenant insurance, fire safety, and what to expect during a rental inspection. City also increased the number of housing resources on its website.
*#7.D. Create more stable transitional housing to decrease homelessness.	*(7.D.1.) Support an opportunity center as outlined in Red Wing's 2022 Plan to Increase Housing Stability and Decrease Homelessness.	Council			--This is currently on hold as the Goodhue County Resource Center opened, then closed after a few months. Plans are in the works for a possible reopening.
#7.E. Create more opportunities for on-site and at-home businesses owned by people who identify as Black, Indigenous, Bi-Racial, Hispanic/Latinx, Asian, and other people of color – which will strengthen community-wide economic stability.	(7.E.1.) Port Authority will add a focus on BIPOC residents and businesses. (a) Start a loan program for new BIPOC-, women-, and/or veteran-owned businesses. (b) Increase visual representation of varied races, ages, and abilities in Port website and promotional material.	Port Authority			--Port granted \$100,000 to new BIPOC-, women-, and/or veteran-owned businesses in 2023 and 2024. Funding for that specific loan program is now depleted.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
#7.F. Act as a convener, when appropriate, to bring community partners together around complex issues at the local level.	*(7.F.1.) Continue to convene housing strategy partners quarterly on actions identified in Red Wing's Plan to Increase Housing Stability and Decrease Homelessness. Continue working with partners to enact that plan's recommendations.	Community Engagement, Community Development HRA	2023 & Ongoing		--The convening of housing partners is currently on hold.
*Goal #8: Make Buildings, Highways, Streets, and Sidewalks Safer for All					
#8.A. Improve safety in high-traffic areas used heavily by those who travel by walking, biking, and bus.	*(8.A.1.) Continue working toward improving the five resident-identified pedestrian areas of concern identified in the safety survey, first shared in summer 2022.	Engineering, Admin. Business Public Works	2023 & Ongoing		--The City is holding an Open House and conducting an online survey to gather community input on the public's experiences traveling around Red Wing. The results will be available in May.
	*(8.A.2.) Design and fund an infrastructure solution that addresses safety concerns at the intersection of Highway 58 and Pioneer Road near Red Wing High School and potentially the intersection of Highway 58 and Guernsey Lane. Work with school district and families to gather input.	Engineering, Admin. Business, Community Engagement	2023 & Ongoing		--City is working with Toole Design on data collection, community feedback, and evaluation as part of the City's Road Safety Action Plan process in 2024.
	*(8.A.3.) Address speeding in neighborhoods. Pay particular attention to areas with school children, no stop signs, and roads with no sidewalks or trails. Also identify if and where new stop signs are needed.	Engineering, Community Engagement	2023 & Ongoing		--City added new speed limits in school zones in summer 2023.
	*(8.A.4.) Identify neighborhoods that need additional or improved streetlights. Engage neighbors.	Public Works, Community Engagement	2023 2024		--Installed new playground, with lighting and new basketball court, to the Hi-Park area, home to many young families. Neighbors were part of a meeting to gather input.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	*(8.A.5.) Continue following Red Wing's 2016 Pedestrian Plan & Policy Report recommendations to continue safety improvements.	Public Works, Engineering, Police, Community Development			--In 2023, staff replaced 17 ADA sidewalk pedestrian ramps; contractors replaced 40 ADA pedestrian ramps. Public Works also replaced nine sidewalks that rated in the poorest condition and nine sections damaged by boulevard trees.
	*(8.A.6.) Update city buildings to increase safety and ADA accessibility.	Engineering Public Works			--Improved elevator at the Public Library to meet updated ADA standards.
	*(8.A.7.) Update city roads to increase safety and ADA accessibility.	Engineering Public Works			--Engineering completed the final steps for the Sturgeon Lake Road overpass project, a major safety improvement at Prairie Island Indian Community that will allow vehicles to pass over the railroad. Construction to begin in late 2024.

Acknowledgement of Systemic Racism

Text from Red Wing's Proclamation Declaring Racism a Public Health Emergency: August 2021

The City of Red Wing sits on the traditional and sacred land of the Dakota people. We honor with gratitude the land we live on and the people who have stewarded that land throughout the generations, including the Prairie Island Indian Community, descendants of the Bdewakanjtuŋwaŋ Band of the Eastern Dakota, and other Indigenous nations. We acknowledge that genocidal policies have aimed to strip tribal nations not only of land, but of culture, language, and family systems, and that history carries generational trauma.

The City of Red Wing also recognizes that Africans were forcibly brought to this country and enslaved, and after people were emancipated from slavery, citizens of this country perpetuated anti-Black racism through violence, mass incarceration, and anti-Black policies, including redlining.

The City of Red Wing acknowledges, as well, that Hispanic families have become vital to this community, providing social, economic, and cultural richness; yet bias still persists in every facet of our systems.

Racism has various forms including historical, individual, and systemic. Those continue to the present day and have been institutionalized to ensure that material, power, and resources are concentrated into the hands of white bodied individuals.

White supremacy is a political, economic, and cultural system in which whites overwhelmingly control power and material resources, conscious and unconscious ideas of white superiority, and entitlement across a broad array of institutions and social settings.

Racism in all its forms causes persistent discrimination and disparate outcomes in many areas of life including housing, education, health, employment, public safety, and criminal justice.

A multitude of studies connect racism to inequitable health outcomes for people who are Black, Indigenous, Bi-Racial, Hispanic/Latinx, Asian, and other people of color. These health outcomes include cancer, coronary heart disease, diabetes, hypertension, and high infant and maternal mortality rates, demonstrating that racism is the root cause of vast inequities in our social determinants of health.

Leading medical and public health organizations including the American Medical Association, the American Academy of Pediatrics, and the American Public Health Association recognize that systemic racism is a social determinant of health that has profound, negative impacts on the health status of children, youth, adults, and families. Failure to address racism as an urgent public health issue will exacerbate and perpetuate existing health inequities affecting many of our residents.

Red Wing's Commitment to Action

Text from Red Wing's Proclamation Declaring Racism a Public Health Emergency: August 2021

The City of Red Wing is committed to ending racism and building an active, anti-racist culture in our community. Being anti-racist means behaving and speaking in ways that repair (not simply abandon) more than 500 years of racist policies and practices. Anti-racism means actively participating in dismantling racist systems and institutional practices, as well as addressing personal and interpersonal acts of racism.

On August 9, 2021, the City Council unanimously declared racism a public health emergency. It was the first step of many toward building an anti-racist culture in Red Wing. The City will work to implement the strategies outlined in this plan each year.

The work depends on partnerships and collaboration. The City of Red Wing will work with Goodhue County, the Red Wing School District, Prairie Island Indian Community and Tribal Council, Hispanic Outreach, the Black/African-American community, the State of Minnesota, and many other entities to identify and implement initiatives that will most impact health disparities caused by racism.

The City of Red Wing will also work with residents, our Human Rights Commission, staff, and elected and appointed officials to identify improvements that can be made to reduce the impacts of racism within our City government.

In addition, the City of Red Wing will work with our public safety departments to increase access to equitable mental health services, and we will work with our Youth Commission and other partners to support more opportunities for marginalized youth.

Racism's Constant Effect on Health

"Racism has well-documented ill effects on the health of minority community members.

For members of the majority culture, it is easy to surmise these unfavorable numbers result from lack of self care. But when you begin to realize that

every waking moment every minority person is confronted with some form of disdain, mistrust, suspicion, invisibility, fear, anger, or hatred,

it is easy to recognize how this everyday onslaught of social/psychological pressure puts biological stress on the body over the course of one's lifetime.

It is our minority's collective physical and emotional experiences of the past 400 years that make racism a public health emergency. It will take time, probably generations, of conscientious community-wide efforts to heal it."

*-- RedHeart RedHeart, 2021 Chair of the Red Wing Human Rights Commission,
in a personal Letter to the Editor, September 2021*