

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

Last Updated: December 2023

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. Program does not cost any hard dollars; 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 City will be collaborating on a larger project in 2024 - creating a master plan of sacred sites for increased education in 2024. Plans may include a digital story map so people can visit in person or online and do a self-tour of learning.

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	(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) Discuss with St. James ideas for implementing a physical recognition in 2025.

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	(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.

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	(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.
	*(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 has not had the time or capacity yet to do this in 2023. It's hoped this can start in 2024.

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*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 where inequity gaps may exist. When appropriate and possible, include data disaggregated by race or other categories; this helps see where the gaps are.	(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		--Staff leaders have discussed which data is important for their departments. Community groups continue to engage on what data is most important for the community to know. This is being collected in the Red Wing Report Card: www.redwingreportcard.org .
	(3.A.2.) Collect and provide data to the Red Wing Report Card and its updates.	All Dept. Heads	2023 & Ongoing		--Report Card now has eight sections online, with more than 100 graphs and data points on topics such as Housing, the Economy, the Environment, Public Safety, Physical and Mental Health, and Community Connections.

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#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 eight 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.
	*(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 drafted 2024 budget continues to fund the Human Rights Commission.

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	*(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 officials to talk directly with residents. Be flexible to residents' locations and needs when possible (childcare, transportation, interpretation, etc.)	*(4.B.1.) Organize/participate in events in neighborhoods and housing facilities. (a) Include the "speed round" format where people talk in small groups for short periods. (b) Plan some gatherings without a specific agenda – offer a space for residents to talk and bring questions. (c) Host "open-mic"-style nights for people's ideas.	Community Engagement, Dept. Heads, Council	Mid-2023 & ongoing		--Six community listening sessions were held in August 2023. More small-group neighborhood meetings will happen in 2024.
	(4.B.2.) Reinvigorate and enhance events and locations where police officers connect with kids, teens, and families. Ideas include the following: (a) Play times in parks (b) Open gym times at the Y and TBMS to play ball with teens (c) After-school programs (d) Open gym at Colvill Family Center to interact with younger children. (e) Coffee with a cop (f) Ride-a-longs with officers	Police	2023 & Ongoing		Police Officers held these engagements efforts in 2023: --Tip a Cop/Special Olympics-Nov. --Coffee with a Cop – Oct. --Trunk or Treat – Oct. --Bikes and Badges – Sept. --Kickball with a Cop – Aug. --Night to Unite – Aug. --Badges & Brew – July --Bike Rodeo – June --Badges & Brew – May --Badges & Brew – Feb.

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	(g) More visits to elementary and preschools. (h) Participate in Community Connect event. (i) More tours and open houses of law enforcement building				
	*(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.)	Police	2023 & Ongoing		--Will increase when staffing positions are filled so there are more officers available.
	*(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		--Staffs from the City and Hispanic Outreach will meet to plan how this can happen routinely.
#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 now works with Hispanic Outreach for translations in important documents. --Website now has translation button readily displayed in upper right corner of screen on every page.

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	<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>--Language cards and Language Line are now being used.</p> <p>--Posters are being translated into Spanish.</p> <p>--More work happening in 2024 to add Spanish signage in lobby of Law Enforcement Building.</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 early 2024.

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	(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		Neighborhood meetings being planned for 2024.
	(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: Trainings being planned with Prairie Island Indian Community staff for all departments. 2023: --City held equity workshops for department staff 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.

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#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, Youth, Harbor, Airport, and Charter will document how equity is considered in their own plans.	Admin., Staff Liaisons, Council	2023 & Ongoing		--This is happening for some currently.
	(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		
	*(5.C.3.) Continue option for applicants to have virtual interviews.	Admin. Services	2023 & Ongoing		

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	*(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		--City doing broader outreach for seasonal workers for summer. --The City continues to host interns from the high school in various departments.
#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		--Public Works implemented the Apprentice Program in 2022 – a good example of this.
	*(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.	2023 2024 2025		

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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, the drafted budget has allotted \$5,000 toward this 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		--Draft budget has slated \$5,000 for this festival in 2024.
	(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		--Funding for these types of events was drastically cut for 2023, 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		

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#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 fall of 2023. Full report will come to City Council in January 2024.
	(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 happened quarterly for Councils, and regularly for staffs. This practice will continue 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		--This work will be put in place in early 2024.
*#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		

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	*(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		--Build on the good work of the library staff, who have trainings regularly.
#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 does this for multiple events and programs. Needs to expand in 2024.
	(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.

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*#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		
#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		
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 will report to Council in early 2024.

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	*(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.
	(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 will plan landlord and renter meetings in 2024 to share information on rights and listen to concerns and issues.

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*#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			
#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 provided \$60,000 to BIPOC business owners in 2023 as part of a focused loan program. \$40,000 is left in 2024.
#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		
*Goal #8: Make 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		--City will work with Toole Design on data collection, community feedback, and evaluation as part of the City's federal Safe Streets and Roads for All grant program in 2024.

Strategy	Action Step	Department(s)	Time Frame	Progress	What Happened
	*(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 will work with Toole Design on data collection, community feedback, and evaluation as part of the City's federal Safe Streets and Roads for All grant program 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. --Staff meets with Council in early January 2024 on possible lower speed zones in town.
	*(8.A.4.) Identify neighborhoods that need additional or improved streetlights. Engage neighbors.	Public Works, Community Engagement	2023 2024		
	*(8.A.5.) Continue following Red Wing's 2016 Pedestrian Plan & Policy Report recommendations to continue safety improvements.	Public Works, Engineering, Police, Community Development			--City's Complete Streets Committee continues to meet and improvements continue. Restart recommendations that have been put on hold.