



Comprehensive Plan Update: Goals and Objectives Template

Subcommittee and Staff suggestions in red

Definitions

Goal – A broad general statement that describes a desired outcome

Objectives - A statement (or statements) of measurable results to help achieve a goal

Strategies - Specific actions to achieve an objective (*staff to provide proposed actions for subcommittee review*)

Introduction

Winona is a desirable community with a wide variety of housing types. Single family homes in Winona are located in neighborhoods that range from homes on small lots and a classic street grid, to suburban low-density homes, to multi-family homes, which includes duplexes and triplexes all the way up to large apartment complexes. Although Winona is a fully developed community, it is projected to grow. This growth will increase the demand for ~~housing homes~~ and will likely result in a corresponding increase in ~~housing costs~~ ~~home values~~. In order to support the projected population growth, the housing stock needs to continue to evolve and grow. Most of this growth will occur as a result of redevelopment and infill.

Demand for Housing

The housing market in Winona is ~~presently~~ fairly strong. Factors influencing demand for housing in Winona include the following:

- Existing Housing Stock – The housing market in Winona is a reflection of the ~~available housing supply availability of homes~~, as ~~households~~ ~~people are drawn to Winona for seeking reasonably priced homes housing choices~~, along with art, and recreational opportunities, ~~and employment~~. ~~are attracted to Winona~~. This likely will continue to include young singles and families seeking starter homes, and others at transition points in their lives looking for new housing options, such as seniors and professionals looking to become move-up buyers.
- Demographic Changes – As the population ranges from college graduates to seniors, there will be more demand for smaller units due to smaller household sizes, including more multi-family ~~options homes~~ and accessible single-level units.

- Market Conditions – The housing market in Winona has been strong in recent years due to the high demand from buyers. Winona, being a walkable, service-rich community full of natural beauty created by the river and bluffs, has increased the demand for housing in Winona, especially near the downtown. This is expected to continue to lead to rising prices values, as demand exceeds the supply of units homes on the market.
- Availability of Land for Development – As a fully built-out city, all development in Winona will require infill and redevelopment of existing sites in the core of the Winona, along with or expansion into the valleys and bluffs; when appropriate. Though infill and redevelopment of existing sites in the core of Winona may be more complex than developing greenfield sites outside of the core, the advantages are the proximity to jobs, amenities, and public transit, and existing infrastructure. This is especially true for land that is currently underutilized, and/or are is positioned to have higher value uses than those currently occupying the site, such as targeted areas of undeveloped land currently zoned industrial.

Summary of Existing Housing Needs

Existing housing needs have been identified for Winona through 2031 based on the Housing Needs Assessment completed by Maxfield Research in 2016. These needs are translated into the Housing and Neighborhoods section of the Comprehensive Plan. Existing housing needs include:

- Affordable housing Homes – Preservation of existing housing homes.
- Housing Home options – The diversity of Winona presents the need for a variety of quality housing options homes for various household types and life stages, including active senior homes housing, market rate multi-family homes housing, and owner-occupied homes housing, as well as the flexibility for alternative options such as housing cooperatives or co-living spaces, along with those that are unsheltered.
- Housing Home maintenance and rehabilitation – With 62% of the housing stock being at least 53 years old, housing home maintenance and rehabilitation of both owner-occupied and rental housing is homes are critical to retaining the quality and safety of the housing our homes, as well as the character and livability of Winona.

Most of Winona's future growth in housing will be attributed to infill and redevelopment of homes, resulting in an increase of Winona's tax base to assist in offsetting the tax-exempt properties in Winona. Today, there are limited locations in the community where it may be appropriate to allow for and encourage housing redevelopment for homes, resulting in the need to also consider annexation.

~~Thought to be expanded on for the Housing section introduction—need to show that the The lack of housing currently limits economic development. Housing is an economic driver.—encourage the Rehabilitation and create development of all types of housing homes will permit so that those working in Winona can to live in Winona and help those wanting to call Winona home, to have the opportunity to do so.~~

Example

Goal: Enhance housing choice in the City of Winona

Objective/s:

- 1) Increase the number of permitted dwelling units per lot in **density** while maintaining neighborhood character.
- 2) Provide incentives to rehabilitate existing houses.
- 3) Amend zoning in commercial and light industrial zoning areas to allow for new residential dwelling units, **homes where appropriate.**

Rachel's suggestions

Goal: Increase integration of subsidized and supportive **housing homes** with single family, owner occupied homes and with high market value apartments and condos.

Objective/s:

- 1) Encourage new subsidized ~~or~~ and supportive **housing homes** to be created as 'scattered sites' as opposed to large housing projects.
- 2) Provide incentives for new market rate rentals to include ~~some~~ a percentage of income-based units.
- 3) Work with HUD to re-evaluate **the current concentrated concentration of** subsidized **housing homes** and brainstorm ways to have those units integrate into our community
- 4) Provide incentives, education, and support to local landlords who ~~accept~~ utilize **Housing Choice Section 8** vouchers.

Goal: Support projects that work with first-time home buyers

Objective/s:

- 1) Re-evaluate development regulations to provide greater development flexibility for single family homeowners.
- 2) Continue to partner with resources to provide Home Stretch classes to first-time Homebuyers.
- 3) Continue referring **homebuyers to** organizations that provide one-on-one financial and credit counseling to **those** struggling with foreclosure or **who** are in need of improving their credit score to obtain a home mortgage.
- 4) Continue to participate in the Minnesota City Participation Program while encouraging local lenders to participate in Minnesota Housing Finance Agency's Start-Up first-time homebuyer program, which offers down payment and closing cost assistance.

Goal: Balance Housing Supply

Objective/s:

- 1) Create ~~Establish~~ initiatives to create ~~housing choices~~ a variety of homes that are attainable to all income levels
- 2) ~~Evaluate the need to incorporate~~ Incorporate owner-occupied duplexes and triplexes into our neighborhoods, as this is consistent with Winona's historical development pattern.
- 3) Consider ~~adding~~ alternative housing choices to address the needs of Winona's changing housing needs (ADUs, tiny homes, Co-op housing, homelessness, supportive and transitional housing)

Joseph's suggestions

Goal: Advance goals of subcommittee by:

Objective/s:

- 1) Banning housing covenants ~~that hinder affordability not providing for equitable or inclusive housing options~~
- 2) Refocus ~~ing~~ the Port Authority to develop and promote residential owner-occupied and rental homes, such as attached and detached structures, apartment buildings, ADUs, tiny homes, Co-op housing, and residential settings for the unsheltered, etc.
- 3) Inventory vacant ~~houses or abandon homes~~ and assist moving them onto the market.
- 4) Purchase land for ~~housing the development of homes~~ in the city core.

Goal: Prevent Segregation

Objective/s:

- 1) Study and create a plan to integrate ~~Integrate~~ and disperse existing public housing projects throughout the City.
- 2) All ~~Set aside 15% of all~~ new housing developments with over 4 units ~~must set aside 15% of units~~ for Housing Choice Vouchers.

Goal: Enforce City Housing Codes

Objective/s:

- 1) ~~Yearly building and grounds inspection for problem rentals.~~

Themes from previous meetings

Goal: Grow the housing choice in Winona, particularly in the core of Winona.

Objective/s:

1. Support the development of moderate to high density ~~housing homes~~ in appropriate zoning districts, particularly near commercial nodes and activity centers.
2. Amend zoning in commercial and light manufacturing zoning areas to allow for new residential ~~housing homes~~.
3. Encourage the ~~residential~~ development of under-utilized land to provide new ~~housing home~~ choices in Winona, ~~with a focus on downtown, along the river, and other suitable areas for development in industrial and residential districts.~~
4. Consider the use of tax abatement and TIF to incentivize ~~the~~ development and rehabilitation to ensure ~~homes are~~ available ~~housing choices that are~~ attainable to all income levels.
5. Continue to strive for a mix of ~~housing homes~~ that accommodates ~~the needs of Winona. a balance of all housing needs.~~
6. Support the use of universal design principles to allow for accessibility; by encouraging construction of barrier free, ~~single-level~~ ~~housing types~~ ~~homes~~.
7. Create neighborhoods that are safe and easy to move around without an automobile.
8. ~~Consider removing~~ Remove the mixed-use requirement in the Mixed-Use Downtown Core Zoning District to allow for a building to be strictly residential.
9. Staff to annually evaluate development patterns and Winona's housing needs/market to update land use designations when appropriate.
10. Re-evaluate development regulations to provide greater development flexibility for single family ~~homes~~ ~~homeowners~~.
11. Evaluate the 30% rule around the WSU Campus, whereas, when a particular block is ~~comprised of~~ 60% or more of non-owner-occupied rentals; allow for the remaining ~~homes~~ to become rental certified.
12. Provide property owners with a design handbook to assist homeowners ~~to~~ ~~in~~ appropriately ~~update~~ ~~updating~~ their homes and ~~to~~ illustrate design guidelines for the construction of new homes/structures in specific neighborhoods or on half-lots.
13. Through infill development and redevelopment efforts, increase ~~housing home~~ choices (ADUs, move-up ~~housing homes~~, single family homes, duplexes, triplexes, ~~artist live/work space~~) not currently available in Winona.
14. Evaluate the need to incorporate owner-occupied duplexes and triplexes into our neighborhoods, as this is consistent with Winona's historical development pattern.
15. ~~Create~~ Establish initiatives to create ~~housing choices~~ ~~a variety of homes~~ that are attainable to all income levels—from those on a fixed income to executive housing.
16. Consider the use of tax abatement and TIF to incentivize the development and rehabilitation ~~of homes~~ to ensure ~~available housing choices that homes~~ that are attainable to all income levels.
17. ~~Consider the use of tax abatement and TIF to incentivize the development and rehabilitation to ensure available housing choices that are attainable to all income levels.~~

18. Consider creating a Land Trust.
19. Evaluate the need to incorporate owner occupied duplexes and triplexes into our neighborhoods, as this is consistent with Winona's historical development pattern.
20. Partner with local resources/institutions to investigate, analyze, and identify local housing needs and to implement strategies to address a specific need. This objective is meant to address the housing needs of all Winonans—those in need of emergency, transitional, and supportive housing to artist and workforce housing to executive housing to senior and assisted housing.
21. Create new homes of all types to encourage existing homeowners to become move-up buyers, which then opens the market for existing single-family homes for first-time homebuyers.
22. Evaluate the City's current policy "curb cut" policy and how the policy affects infill residential development, creation of a variety of homes, and density.
23. Support the designation of the four blocks east of Main Street as a "WSU and City Partnership" area.
24. Allow for full residential buildings to surround the core downtown areas of 2nd and 3rd Streets by removing the mixed-used requirement within the fringe area of the Downtown Mixed-Use zoning district.

Goal: Maintain the quality, safety, and character of the existing ~~housing homes~~ and neighborhoods

Objective/s:

- 1) Continue to enforce existing standards for housing ~~home~~ and yard maintenance, including single and multifamily housing ~~homes~~, through building codes and other city regulations.
- 2) Proactively enforce the City of Winona's ~~housing~~ ~~home~~ and yard maintenance, including single and multifamily homes through building codes and other city regulations ~~maintenance codes~~, while providing assistance to cost-burdened households not ~~able to~~ financially able to make improvements or repairs.
- 3) Encourage ~~the organization of~~ neighborhood groups ~~to organize for voluntary community efforts~~ to support neighborhood livability.
- 4) Encourage the creation of a Community Based Services position to assist senior, disabled, and low-income households to ~~access to supportive services and~~ resources needed to maintain their homes. ~~and access to supportive services~~.
- 5) Continue to provide educational information and resources to property owners about home maintenance and repair and renovation assistance programs.
- 6) Encourage public and private ~~reinvestment and improvements to~~ ~~investments into~~ Winona's existing housing stock ~~to be able to~~ to modify homes ~~to the~~ and meet changing market conditions and community housing needs.
- 7) Strengthen partnerships with developers, nonprofits, banks, and others to create and preserve affordable ~~units~~ ~~homes~~.
- 8) Encourage households to have a home energy audit performed.
- 9) Conduct a bi-annual inventory of vacant and ~~abandon~~ housing units.
- 10) Promote green building standards, building science principles, and low-impact development technologies to minimize storm water runoff and improve energy efficiency.

Goal: Address Housing for underserved Populations

Objective/s:

- 1) Create ~~housing homes~~ affordable to those earning \$20,000 annually, as this is the largest housing cost-burdened ~~portion~~ ~~sector~~ of the population.
- 2) Identify and promote resources to allow Winonans to age-in-place.
- 3) Consider alternative ~~housing home~~ choices to address the needs of Winona's changing housing needs (ADUs, tiny homes, Co-op housing, homelessness, supportive and transitional housing).
- 4) Prevent segregation and gentrification by ~~not focusing the~~ ~~allowing~~ affordable ~~housing market in~~ ~~to be concentrated in one geographical~~ section of Winona. ~~Dispersing affordable housing throughout Winona.~~
- 5) ~~Encourage policies that promote equity and inclusion to create greater diversity and opportunity for all Winonans.~~
- 6) Continue working with Winona County and local non-profits to create ~~housing homes~~ affordable to low-to-moderate income households.
- 7) Create an Affordable Housing Plan, ~~as~~ the majority of cost-burdened households earn less than \$20,000 annually, which includes college-age students, seniors, those with disabilities, ~~the homeless~~, and others in need of supportive services.
- 8) Provide ~~public~~ transit options ~~close to~~ housing, employment, and services to lessen the ~~hardships that~~ cost burdened households endure.
- 9) Expand the existing tax forfeited model to include other local nonprofits who inturn will offer safe and stable supportive and transitional ~~housing-homes~~.
- 10) ~~Ensure access to safe and stable housing for Winona's homeless population.~~
- 11) ~~Encourage the City to introduce policies addressing homelessness and through community partnerships provide strategies to ease those that are unsheltered to services and stable housing.~~

Goal: Provide support for first-time homebuyers

Objective/s:

- 1) Continue to partner with resources to provide Home Stretch classes to first-time homebuyers.
- 2) Continue to participate in the Minnesota City Participation Program while encouraging local lenders to participate in Minnesota Housing Finance Agency's Start-Up first-time homebuyer program, which offers downpayment and closing cost assistance.
- 3) Continue referring organizations that provide one-on-one financial and credit counseling to ~~households~~ struggling with foreclosure or are in need of improving their credit score to obtain a home mortgage.
- 4) Continue the existing partnership between the Port Authority of Winona, ~~Habitat for Humanity serving Winona County~~, and Winona County ~~to convey~~ ~~in conveying~~ tax forfeited

properties to Habitat for Humanity serving Winona County ~~so that Habitat can construct to~~ ~~construct~~ homes for low to moderate income families.

- 5) Create new homes of all types to encourage existing homeowners to become move-up buyers which then opens the market for existing single-family homes for first-time homebuyers.

Other ideas:

- 1) Encourage businesses to create an Employer Assisted Housing Program
- 2) Invest and expand city staff to be able to inform and ~~education~~ ~~educate~~ the public of upcoming/planned city projects, ~~To also create and Create~~ educational campaigns about local resources and provide valuable information. This position(s) would also be able to provide the public with educational resources and facts to prevent NIMBY-ism; for example: a neighbor being against a \$12M income-restricted apartment development because he/she believe the development will reduce the value of their property, when research shows the property value of properties surrounding income restricted developments actually increase. Another example would be to dispel the myth that homes providing supportive services degrades the integrity of a neighborhood. This position could research and illustrate how, the now former HCO homes and Cardinal homes have not brought the neighborhood down and have actually improved the community as a whole, as the individuals residing in the supportive homes are employed and shop at our local stores.
- 3) Examine the Intent and Purpose of the Bluffland Protection Overlay District to evaluate if the district is overly restrictive to development relative to other river cities' Bluffland Protection policies.
- 4) ~~Encourage historic preservation and appropriate rehabilitation of historic buildings for housing and complementary uses.~~