

**Winona Comprehensive Plan Update
Steering Committee Meeting
Thursday, September 8, 2022
11:00 a.m. to 1:00 p.m.
City Council Chambers (*Zoom Option Available*)**

AGENDA

1) Subcommittee Draft Goals and Objectives Reporting

- a) 11:00am Housing and Neighborhoods
- b) 11:15am Land Use
- c) 11:30am Economic Development
- d) 11:45am Heritage Preservation
- e) 12:00pm Transportation
- f) 12:15pm Accessible Government
- g) 12:30pm Transformative Projects

2) Feedback Discussion Period (12:30pm-1:00pm)

3) Next Steps

- a) September 15, 2022: Steering Committee Workshop (11:00am-1:00pm)
- b) September 29, 2022: Subcommittee Draft Goals and Objective Reporting (11:00am-1:00pm)
 - i) Community Services and Institutions
 - ii) Downtown and Riverfront
 - iii) Parks and Recreation
 - iv) Environment and Sustainability
 - v) Arts and culture
- c) October 13, 2022: Steering Committee Workshop (11:00am-1:00pm)

Attachments:

- Draft Goals and Objectives Omnibus

Housing & Neighborhoods

Subcommittee Summary

September 2, 2022 DRAFT

Overview

7 Meetings

Members

Amanda Hedlund	Chris Sanchez
Crystal Hegge	Joseph Mulkey
Dave Pringle	Jovy Rockey
Debra King	Rachel Stoll
	Rebecca Rowe

Example Structure and Definitions

Goal 1. A broad general statement that describes a desired outcome

- 1.1. Objective(s) - A statement (or statements) of measurable results to help achieve a goal
 - 1.1.1. Strategies - Specific actions to achieve an objective

Goals, Objectives, and Strategies

Goal 1. Enhance housing choice in the City of Winona

- 1.1. Increase density while maintaining neighborhood character.
- 1.2. Provide incentives to rehabilitate existing houses.
- 1.3. Amend zoning in commercial and light industrial zoning areas to allow for new residential homes where appropriate.

Goal 2. Increase integration of subsidized and supportive homes with single family, owner occupied homes and with high market value apartments and condos

- 2.1. Encourage new subsidized and supportive homes to be created as 'scattered sites' as opposed to large housing projects.
- 2.2. Provide incentives for new market rate rentals to include a percentage of income-based units.
- 2.3. Work with HUD to re-evaluate the current concentration of subsidized homes and brainstorm ways to have those units integrate into our community
- 2.4. Provide incentives, education, and support to local landlords who utilize Housing Choice vouchers.

Goal 3. Support projects that work with first-time home buyers

- 3.1. Re-evaluate development regulations to provide greater development flexibility for single family homeowners.
- 3.2. Continue to partner with resources to provide Home Stretch classes to first-time Homebuyers.
- 3.3. 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.
- 3.4. 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 4. Balance Housing Supply

- 4.1. Establish initiatives to create a variety of homes that are attainable to all income levels
- 4.2. Incorporate owner-occupied duplexes and triplexes into our neighborhoods, as this is consistent with Winona's historical development pattern.
- 4.3. 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)

Goal 5. Advance goals of subcommittee by:

- 5.1. Ban housing covenants that hinder affordability
- 5.2. Refocus 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.
- 5.3. Inventory vacant or abandon homes and assist moving them onto the market.
- 5.4. Purchase land for the development of homes in the city core.

Goal 6. Prevent Segregation

- 6.1. Integrate and disperse existing public housing projects throughout the City.
 - 6.1.1. Set aside 15% of all new housing developments with over 4 units for Housing Choice Vouchers.

Goal 7. Enforce City Housing Codes

Goal 8. Grow the housing choice in Winona, particularly in the core of Winona

- 8.1. Support the development of moderate to high density homes in appropriate zoning districts, particularly near commercial nodes and activity centers.

- 8.2. Amend zoning in commercial and light manufacturing zoning areas to allow for new residential homes.
- 8.3. Encourage residential development of under-utilized land to provide new home choices in Winona, with a focus on downtown, along the river, and other suitable areas for development in industrial and residential districts.
- 8.4. Consider the use of tax abatement and TIF to incentivize development and rehabilitation to ensure homes are attainable to all income levels.
- 8.5. Continue to strive for a mix of homes that accommodates the needs of Winona.
- 8.6. Support the use of universal design principles to allow for accessibility, by encouraging construction of barrier free, single-level homes.
- 8.7. Create neighborhoods that are safe and easy to move around without an automobile.
- 8.8. Remove the mixed-use requirement in the Mixed-Use Downtown Core Zoning District to allow for a building to be strictly residential.
- 8.9. Staff to annually evaluate development patterns and Winona's housing needs/market to update land use designations when appropriate.
- 8.10. Re-evaluate development regulations to provide greater development flexibility for single family homes.
- 8.11. 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.
- 8.12. Provide property owners with a design handbook to assist homeowners in appropriately updating their homes and illustrate design guidelines for the construction of new homes/structures in specific neighborhoods or on half-lots.
- 8.13. Through infill development and redevelopment efforts, increase home choices (ADUs, move-up homes, single family homes, duplexes, triplexes, artist live/work space) not currently available in Winona.
- 8.14. Evaluate the need to incorporate owner-occupied duplexes and triplexes into our neighborhoods, as this is consistent with Winona's historical development pattern.
- 8.15. Create a variety of homes that are attainable to all income levels—from those on a fixed income to executive housing.
- 8.16. Consider the use of tax abatement and TIF to incentivize the development and rehabilitation of homes to ensure that homes are attainable to all income levels.
- 8.17. Consider creating a Land Trust.
- 8.18. Partner with local resources/institutions to investigate, analyze, and identify local housing needs and to implement strategies 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.

- 8.19. 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.
- 8.20. 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.
- 8.21. Support the designation of the four blocks east of Main Street as a “WSU and City Partnership” area.
- 8.22. 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 9. Maintain the quality, safety, and character of existing homes and neighborhoods

- 9.1. Proactively enforce the City of Winona’s home and yard maintenance, including single and multifamily homes through building codes and other city regulations, while providing assistance to cost-burdened households not financially able to make improvements or repairs.
- 9.2. Encourage the organization of neighborhood groups to support neighborhood livability.
- 9.3. 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.
- 9.4. Continue to provide educational information and resources to property owners about home maintenance and repair and renovation assistance programs.
- 9.5. Encourage public and private investments into Winona’s existing housing stock to be able to modify homes and meet changing market conditions and community housing needs.
- 9.6. Strengthen partnerships with developers, nonprofits, banks, and others to create and preserve affordable homes.
- 9.7. Encourage households to have a home energy audit performed.
- 9.8. Conduct a bi-annual inventory of vacant and abandon housing units.
- 9.9. Promote green building standards, building science principles, and low-impact development technologies to minimize storm water runoff and improve energy efficiency.

Goal 10. Address Housing for underserved Populations

- 10.1. Create homes affordable to those earning \$20,000 annually, as this is the largest housing cost-burdened sector of the population.

- 10.2. Identify and promote resources to allow Winonans to age-in-place.
- 10.3. Consider alternative home choices to address the needs of Winona's changing housing needs (ADUs, tiny homes, Co-op housing, homelessness, supportive and transitional housing).
- 10.4. Prevent segregation and gentrification by dispersing affordable housing throughout Winona.
- 10.5. Encourage policies that promote equity and inclusion to create greater diversity and opportunity for all Winonans.
- 10.6. Continue working with Winona County and local non-profits to create housing homes affordable to low-to-moderate income households.
- 10.7. 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.
- 10.8. Provide public transit options close to housing, employment, and services to lessen the hardships that cost burdened households endure.
- 10.9. Expand the existing tax forfeited model to include other local nonprofits who in turn will offer safe and stable supportive and transitional homes.
- 10.10. Ensure access to safe and stable housing for Winona's homeless population.
- 10.11. 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 11. Provide support for first-time homebuyers

- 11.1. Continue to partner with resources to provide Home Stretch classes to first-time homebuyers.
- 11.2. 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.
- 11.3. 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.
- 11.4. Continue the existing partnership between the Port Authority of Winona and Winona County in conveying tax forfeited properties to Habitat for Humanity serving Winona County to construct homes for low to moderate income families.

Other ideas:

- 1) Encourage businesses to create an Employer Assisted Housing Program

- 2) Invest and expand city staff to be able to inform and educate the public of upcoming/planned city projects. Create educational campaigns about local resources and provide valuable information.

OR

Reallocate City or Port Authority staff and budget items to create a “one-voice” marketing and education campaign to be able to inform and educate the public of upcoming/planned city projects and to also 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.
- 5) Evaluate parking minimums—allow developers to prove the amount the amount of parking their housing product needs by conducting a parking/market analysis.
- 6) Through partnerships, establish new and enrich existing programming/resources (i.e. a senior homeshare program and Watkins Manor “Students in Residence” program) to allow seniors to age-in place, along providing supportive services through Winona County and Hiawatha Mental Health to address mental health and hoarding.

Land Use

Subcommittee Summary

September 2, 2022 DRAFT

Overview

8 Meetings

Members

Andy Loos	Mike Hansen
Brian Singer-Towns	Nate Woodworth
Brian Wodele	Rick Jaacks
Jon Krofchalk	Steve Young
	Tanya Johnson

Example Structure and Definitions

Goal 1. A broad general statement that describes a desired outcome

- 1.1. Objective(s) - A statement (or statements) of measurable results to help achieve a goal
 - 1.1.1. Strategies - Specific actions to achieve an objective

Goals, Objectives, and Strategies

Goal 1. Expanded opportunities for redevelopment and new development

- 1.1. Facilitate development of existing vacant parcels
 - 1.1.1. Remediate brownfield contamination to prepare land for private development.
 - 1.1.2. Examine potential locations for wetland replacement that facilitates new development.
- 1.2. Facilitate redevelopment of existing properties and buildings
 - 1.2.1. Adjust zoning regulations to allow more flexibility in use of properties
- 1.3. Facilitate new residential subdivisions
 - 1.3.1. Examine Bluffland zoning regulations pertaining to slopes, setbacks, and others to enhance potentially developable land – especially in blufftop areas outside of the Mississippi River Valley viewshed.
 - 1.3.2. Allow steep slope (bluffland) areas with public trails to satisfy parkland dedication requirements. Public trails must meet bluffland requirements for construction.

Goal 2. Flexible land use designations and zoning districts

- 2.1. Reduce the number of variances needed for new development

- 2.1.1. Adjust lot size and frontage requirements in grid area of Winona to match existing lot dimensions and Winona's traditional development pattern.
- 2.1.2. Reduce required setbacks for non-lot of record properties in the grid area of the city.
- 2.1.3. Relax standards for Accessory dwelling units and increase maximum height permitted.
- 2.2. Add additional uses to zoning districts
 - 2.2.1. Add residential as a permitted use in the I-1 zoning district
 - 2.2.2. Add more residential options for commercial zoning districts
 - 2.2.3. Permit owner-occupied duplexes within existing structures or with small additions for existing parcels in the Residential-Suburban land use designation.
 - 2.2.4. Allow apartment buildings (without required non-residential uses on the first floor) in the Mixed-Use Downtown Core zoning district outside of the central retail/commercial area of downtown.

Goal 3. Efficient use of land adjacent to existing city utilities

- 3.1. Examine areas for potential residential, commercial, and industrial development adjacent to existing utilities
 - 3.1.1. Prioritize development adjacent to existing utilities within city boundaries
 - 3.1.2. Identify underutilized parcels with city boundaries for potential redevelopment.
 - 3.1.3. Examine potential for development adjacent to utilities in nearby communities such as Goodview and Minnesota City with the consideration that people may work in these cities, but choose to live in Winona.
- 3.2. Extend utilities outside of City boundaries following study of operational and fiscal impacts to City of Winona. Study shall include the following at a minimum:
 - 3.2.1. The costs of extension and long-term maintenance of utility extensions
 - 3.2.2. Impacts to the costs and level of service for police, fire, and emergency response services
 - 3.2.3. Impact of new development on traffic circulation and safety of the transportation system.
 - 3.2.4. Return on investment estimates for development of new land.
- 3.3. Extend utilities outside of City Boundaries following study of the proposed land for future development. Study shall include the following at a minimum:
 - 3.3.1. Impacts to prime agricultural land

- 3.3.2. Impacts of new development to sensitive natural resources
- 3.3.3. Potential limitations to development of new land such as Karst topography, soils, and depth to bedrock.

Goal 4. Maintain neighborhood character while allowing for change

- 4.1. Provide gradual transitions between disparate land use designations
 - 4.1.1. Enact appropriate zoning regulations to provide for a gradual transition between intensity of uses.
 - 4.1.2. Provide by-right options for investment (Permitted with Standards)

Goal 5. Resilient Neighborhoods

- 5.1. Permit small-scale commercial uses in the core area of Winona
 - 5.1.1. Re-legalize existing neighborhood commercial uses such as Bloedows, Flowers on Broadway, Hei and Low tavern, etc.
 - 5.1.2. Place reasonable regulations on neighborhood commercial to ensure compatibility with adjacent residential homes.
- 5.2. Permit small-scale commercial in appropriate suburban residential areas of Winona.
 - 5.2.1. Permit small scale commercial uses in high traffic areas such as along County Highways and at entrances to subdivisions.
 - 5.2.2. Begin with corner lots Permitted with Standards
- 5.3. Permit a diversity of housing types
 - 5.3.1. Allow owner-occupied triplexes as “permitted with standards” on standard 50’ X 140’ City lot with limited exterior design standards and parking provided per City Code.
 - 5.3.2. Allow triplexes with a Conditional Use Permit on standard 50’ X 140’ City lot with limited exterior design standards and parking provided per City Code.
 - 5.3.3. Allow duplexes and other second units types on lots smaller than 50’ X 140’ with limited exterior design standards and parking provided per City Code.
 - 5.3.4. Permit a variety of housing types in new subdivisions.
 - 5.3.5. Relax lot dimension and lot siting standards when adjoining different zoning districts

Goal 6. Preserve and Enhance Recreation and Natural Resource Areas

- 6.1. Facilitate access to existing recreation and natural resource areas.
 - 6.1.1. Enact strategies from the City of Winona Sustainability Plan.

- 6.1.2. Enact strategies of Park and Recreation Master Plan.
- 6.1.3. Enact strategies of Bluffs Traverse Conservation and Recreation Area Master Plan
- 6.2. Balance distribution of recreational resources
 - 6.2.1. Ensure recreational amenities aren't concentrated in one specific area.
- 6.3. Consider changes to existing recreation and natural areas to allow better management of overall system.
 - 6.3.1. Permit changes to landscapes which reduce regular City maintenance needs while retaining important characteristics of natural resources and recreational areas.
 - 6.3.2. Continue to partner with other organizations or groups to assist in maintaining and enhancing natural resources and recreational areas.
 - 6.3.3. Enact strategies of City of Winona Sustainability Plan
- 6.4. Add new uses to existing natural resources and recreational areas
 - 6.4.1. Facilitate new recreational opportunities in accordance with the Park and Recreation Master Plan, Bluffs Traverse Conservation and Recreation Area Master Plan, and Sugar Loaf Bluff Conservation and Recreation Area Master Plan.
 - 6.4.2. Facilitate new recreational opportunities in accordance with residents and visitors needs and desires.
- 6.5. Encourage conservation design of new subdivisions
- 6.6. Encourage cluster development to preserve important natural resources and unique characteristics of the land.



Future Land Use Plan Designations

September 2, 2022 DRAFT

Future Land Use Categories / Descriptions Density / Intensity / Design	
Downtown Mixed Use	
Encompasses a broad range of uses and intensities: • Governmental offices • Significant retail • Arts and entertainment, lodging, conference centers • Medium density and multi-family housing • Public and private parking facilities	• Greatest densities and heights • Protection of historic buildings or building groups • Design standards • Pedestrian-oriented design • Limited off-street parking required • Emphasize river views • Redevelopment and rehab opportunities
Downtown Fringe	
Area supporting the central downtown core, with a similar mix of uses but a lower intensity. Includes medium density residential, multi-family residential, mixed neighborhood retail and offices, employment centers, public spaces, and satellite parking facilities.	• Medium density and multi-family housing; mixed-use buildings are encouraged • Pedestrian-oriented design • Redevelopment opportunities • Appropriate transitions to adjacent neighborhoods
Neighborhood Mixed Use	
Small to moderate scale commercial, serving primarily the adjacent neighborhood(s). Generally located on higher traffic streets or in historically commercial areas in the core of Winona. Includes small businesses, offices, studios, or housing above commercial. May include a variety of housing types interspersed with other uses.	• Medium densities and building heights • Typically located on historical/standard city lot sizes to encourage fine-grained urbanism, foot traffic, and development consistent with neighborhood scale • May not be able to meet standard off-street parking requirements - consider some flexibility
Commercial Mixed Use	
Mixed commercial, office, and multi-family residential uses. Also incorporates medium density housing where appropriate (for example as a transition to single-family dwelling areas). Accommodates current auto-oriented development often situated along arterial roads. Emphasis on transitioning existing single use commercial areas to more mixed-use pedestrian friendly environments.	• Incorporate additional or new mixed uses on existing sites • Improve pedestrian circulation within commercial areas • Improve pedestrian connections to adjacent neighborhoods • Enhance appearance with landscaping, materials and signage standards

Future Land Use Categories / Descriptions Density / Intensity / Design	
Limited Industrial, Office, and Fringe Residential	
Areas for manufacturing, warehousing and distribution; offices, and uses that have few outside impacts, and are (or can be) located in relative proximity to non-industrial uses. Residential may be located on edges of district.	• Limit and screen any outdoor storage • Landscaping and setbacks as buffering from adjacent residential
General Industrial	
Areas for manufacturing, processing and other activities that may have impacts off- site, and are generally isolated from other uses or buffered from them.	• Performance standards for environmental effects and nuisance mitigation • Screen outdoor storage where practical
Suburban Residential	
Mix of Housing styles; predominately single-family dwelling units or two family owner-occupied dwelling units in subdivisions existing prior to adoption date of this plan. Medium density and multi-family residential development included in new subdivisions. Small scale commercial interspersed in higher traffic areas. Existing agricultural uses are accommodated through zoning regulations.	• May require conservation development in areas with steep slopes and other sensitive natural resources. Consider such areas for public recreation such as hiking or mountain biking trails where appropriate and potentially to meet park dedication requirements. • Encourage small size lots and dwellings consistent with Winona's historic development pattern to increase unit counts in new subdivisions and facilitate financial feasibility. • Incorporate connections to adjacent subdivisions where possible to eliminate the need to return to subdivision entrances. • New subdivisions may be laid out in an interconnected grid pattern as a way of protecting open space, promote walkability, an interconnected street network, ease of navigation, and a resilient adaptive flow of movement.
Traditional Neighborhood	
The core area of Winona characterized by grid or connected street pattern. A mix of home types including 1-4 unit homes, attached townhouses, and interspersed apartment style buildings with 5+ units. Neighborhood parks, schools, churches, small-scale commercial and home businesses allowed as permitted uses.	• Houses oriented with shorter dimension to the street and detached garages, some with alleys. • Limited design standards apply for transition of an existing single-family home to a duplex or triplex. • Includes civic, home occupation, and small-scale commercial uses. Limitations on small-scale commercial to promote compatibility with surrounding residential uses. • Allows for diverse housing types as transitions to more intense uses.

Future Land Use Categories / Descriptions		Density / Intensity / Design
Multi-Family Residential		
Potential for multi-family residential buildings, including student housing areas, live-work development, and limited retail and service. May include areas currently characterized by low to medium density residential.	• Potential for” Missing Middle” housing types with 5+ units. • Buffers and/or gradual transitions in scale between new multifamily (5+ unit buildings) and existing low to medium density dwellings. • Adjacent to and/or well-connected to parks, open space, shopping, downtown, services, and transit.	
Outdoor Recreation, Open Space, and City-owned Properties		
Land has high value natural resource or scenic value, or severe development limitations. Includes public parks, golf courses and other city-owned properties. Public spaces are periodically evaluated for new, additional, and/or different uses in accordance with the needs of the population. Designation also includes large cemeteries, the National Wildlife Refuge, and other protected lands. Designation additionally includes marinas, Prairie Island Campground, and Boathouses.	• Landscape and lighting standards • Community access where public • Promote multi-modal access, circulation, and use where appropriate • Connections along linear trails and shared use paths in public rights-of-way	
Semi-Public/Institutional		
Applies to hospitals; large religious institutions; university, college, public, and private school campuses; and large religious facilities.	• Greater densities and heights than surrounding land use designations • Prominent placement on lots consistent with historic development pattern in Winona • Incorporate reduced site dimensions standards	
County Road 17 Residential Corridor		
Includes land shown on Urban Expansion Map following County Road 17	• Mix of residential uses for new subdivisions • Should follow an integrated grid pattern with connected street network as allowed by topography	

Future Land Use Categories / Descriptions	Density / Intensity / Design
Hwy 43 and County Road 44 Residential, Commercial, and Limited Industrial corridor	
Includes land shown on Urban Expansion Map following Hwy 43 and County Road 44 and extending to Interstate 90.	• Fiscal impact analysis appropriate prior to extending utilities into these areas. • Significant extensions of utilities proceeded by master planning for expansion areas. • Limited industrial uses have few outside impacts, preserve the character of the surroundings, and are (or can be) located in relative proximity to non-industrial uses. • Should follow an integrated grid pattern with connected street network as allowed by topography

Definitions

- Low-Density: One Dwelling unit per parcel (includes attached twin homes on separate lots)
- Medium Density: 2-4 Dwelling units per parcel (includes attached dwellings/townhomes with 3-4 units on separate lots)
- Multi-Family: 5+ dwelling units per parcel (Includes attached dwellings/townhomes with 5+ units on separate lots)

Economic Development

Subcommittee Summary

September 2, 2022 DRAFT

Overview

7 Meetings

Members

Ben Johnson	Laurie Lucas
Christopher Livingston	Mike Dieter
Doug Irwin	Pat Mutter
Jeff Van Fossen	Phil Huerta

Example Structure and Definitions

Goal 1. A broad general statement that describes a desired outcome

- 1.1. Objective(s) - A statement (or statements) of measurable results to help achieve a goal
 - 1.1.1. Strategies - Specific actions to achieve an objective

Goals, Objectives, and Strategies

Goal 1. Market Winona to the world

- 1.1. Emphasize the messaging on quality of life related to natural beauty, safety, arts, recreation, and safety, etc.
- 1.2. Emphasize affordable living available in Winona.
- 1.3. Present the message at a high-level using images that invoke joyful emotions depicting Winona as a safe and happy place with many amenities.

Strategies

- 1.3.1. Interview the company that prepared the messaging for Eau Claire, WI
- 1.3.2. Visit Winona, City, Chamber and Universities should meet to agree on the messaging and marketing plan.
- 1.3.3. Prepare a financial structure for the platform including all partners.

Goal 2. Provide a strong community culture for businesses to start, thrive, and grow in Winona and build on the diversity of businesses

- 2.1. Support sustainable development and identify appropriate growth. Recognizing that growth for future housing and industrial development depends on land and reuse of land, while protecting natural areas, bluffs, and water resources is necessary to continue to grow.

- 2.2. Grow and support the entrepreneurs who are most likely to succeed to grow the next generations of entrepreneurs and adding diverse employment opportunities to the city.
- 2.3. Support and attract businesses that will strengthen the economy by providing good wages and benefits.
- 2.4. Utilize funding from Federal, State, Regional, and Local resources to help businesses grow and expand in Winona.

Strategies

- 2.4.1. Prepare and implement a plan to alleviate barriers that exist for business in collaboration with partners.
- 2.4.2. Entrepreneur Support- Encourage and support all entrepreneurs including but not limited to women, multi-cultural, veterans, People who are low-to-moderate income, people of color and people who are immobile.
- 2.4.3. Have a “hot button” perhaps on the marketing platform for a business to get answers to questions they may have.
- 2.4.4. Minimize or alleviate barriers and provide education for those interested in starting a business.
- 2.4.5. Provide easily accessible resources to help promote the business start-up process.
 - Provide support services through a successful model that includes collaboration with education, business, chamber and identify the lead group including public and private options.
 - Food has potential with community kitchen, promoting food trucks, etc.
 - Identify what needs there are retaining and growing existing businesses – housing/workforce, etc.

Goal 3. Encourage development and redevelopment in Winona and Downtown

- 3.1. Encourage new development and redevelopment within the City of Winona including the downtown area. Ensure the city core remains a viable option for business and economic development by encouraging development that respects the historic nature of downtown and makes the highest and best use of the limited land area.
- 3.2. Continue the momentum from Opportunity Winona and review projects and criteria within the Winona Downtown Strategic Plan:
 - *Does the project bring more people to Downtown Winona?*
 - *Allow for financially feasible implementation and long-term sustainability*
 - *Meet environmental and sustainability goals for the community*

- *Serve unmet needs*
 - *Enable accessibility and inclusivity*
 - *Support the Downtown Strategic Plan's principles of Vibrant, Accessible, Clean, and Safe*
- 3.3. Riverfront Access. Continue to advance long term public use and access the riverfront, is Winona's front porch.
- 3.3.1. Sustain and invest for the riverfront to be vibrant and relevant.
- 3.3.2. Signage (in multiple languages), amenities, Walnut Street Access, restrooms, etc.

Goal 4. Foundational assets of economic development

- 4.1. Housing: Maintain and increase livability and housing supply in the City of Winona so that we are an attractive place for people locating here for work, retirement, school and business. Refer to the housing subcommittee the need to develop strategies and range of tools to support a supply of housing to accommodate workers who are often forced to look for housing further out which creates longer commutes, which increases costs and makes it harder to find workers to hire.
- 4.2. Workforce: Support equity, inclusion and mobility in developing a diverse workforce. Based on trends future growth depends on newcomers and welcoming them to the Winona Community is a key. Identify resources that make people feel welcome.
- 4.3. Childcare: Identify resources and ideas for businesses that support quality childcare for families.
- 4.4. Transportation: Available transportation options for people who do not have the resources available for an automobile should be accessible, easy to understand, and a schedule accommodation. Evaluate the feasibility to partner with locals to operate additional bus lines specifically for large employers/manufacturing workers; especially 2nd and 3rd shifts.
- 4.5. SAFETY: As a foundation of economic expansion, building a safe community creates a strong community. Continue to build on being a strong and safe community that educates young people and provides vibrant outdoor, arts and culture, and leisure opportunities. Advance Winona by continuing to maintain Winona as a safe, strong, and welcoming community to attract engage, talented people with the ability to solve problems that want to live, work, and play in Winona.

Goal 5. Technology for economic development

- 5.1. Technology encompasses a huge body of knowledge and tools that have a purpose of connectivity that is essential to economic growth and development. Winona needs the technology capacity for data and communication to make our city a place for excellent business and employment. Information technology is a key element in the success and growth of business, trade and job market growth, allowing businesses to share

information. Better technology has led to further research into nearly every sector of business and science, meaning businesses can benefit from all sorts of technological advancements.

- 5.1.1. Assure, Access to Wi-Fi, 5G, 6G and beyond throughout Winona and measure to assure it is working for all
- 5.1.2. Incorporate technology infrastructure/ecosystems in new business and public projects (i.e. Next Phases of Levee Park to include additional electrical infrastructure for events and food trucks, performance lighting, staging, modern restrooms, etc.)
- 5.1.3. Develop and provide residents and businesses access to a true internet speed map to identify potential deficiencies to then be improved. The map would be part of the toolbox to recruit new businesses and residents; especially remote workers.
- 5.1.4. Identify and create space to develop free WiFi Hub locations
- 5.1.5. Access and utilize funding for develop EV Charging stations.
- 5.1.6. Utilize technology to access data-driven information to determine where people are coming from and where they go.

Goal 6. Invest in recreational and cultural amenities

- 6.1. Quality of Place is a key for growth and development of a city's workforce and housing. People may choose to live anywhere with advances in technology and work at home opportunities especially for post-college graduates. Invest in cultural, recreational and outdoor public space that are well-designed.
- 6.2. The importance of quality of life considerations and recreational amenities impact Economic Development. Winona should be the place businesses and people want to be.
- 6.3. The tourism industry has been growing and is an integral part of Winona's economy. Continued efforts to improve the city for both residents and visitors will take continued collaboration among partners including the Winona Area Chamber of Commerce, Visit Winona, the City and Port Authority of Winona as well as other community partners and volunteers
- 6.4. Continue the efforts in Winona that have increased outdoor space and trails
- 6.5. Provide a higher level of recreational and cultural opportunities
- 6.6. Downtown and Riverfront should be a focus for recreational opportunities.
- 6.7. Second phase of Levee Park, levee improvements
- 6.8. Arts and culture -related industries, also known as "creative industries, help to improve quality of life in addition to stimulating the local economy through tourism. In addition, they enrich local amenities attracting people to live in the community.

Heritage Preservation

Subcommittee Summary

September 2, 2022 DRAFT

Overview

7 meetings

Members

Aaron Perleberg	Mark Peterson
Carrie Johnson	Rick Pospichal
Jacob Niklay	Sara Holger
Jennifer Weaver	Shawn Beier
Jessica Richards	Theora Gillam

Example Structure and Definitions

Goal 1. A broad general statement that describes a desired outcome

- 1.1. Objective(s) - A statement (or statements) of measurable results to help achieve a goal
 - 1.1.1. Strategies - Specific actions to achieve an objective

Goals, Objectives, and Strategies

Goal 1. Improve awareness and visibility of historic districts

- 1.1. Develop a comprehensive signage plan for Winona's historic districts and sites
 - 1.1.1. Create an historic district and site standard for interpretive signage and points of interest under a unified signage/streetscape plan for Winona
 - 1.1.2. Incorporate signage as part of the annual budget request from the appropriate department budget for the City of Winona
- 1.2. Create online storymaps and GIS maps that can easily be shared digitally
 - 1.2.1. Partner with Winona County and Winona County Historical Society and St. Mary's or other educational institutions to create consistent GIS maps for historic properties in the City of Winona and the greater Winona area
 - 1.2.2. Require GIS information and files for future updated or new surveys
 - 1.2.3. Include storymaps as a part of the Heritage Preservation Commission's communications plan
- 1.3. Implement a strategic communications plan for the heritage of Winona
 - 1.3.1. Create a strategic communications plan for the Heritage Preservation Commission that includes partnerships with other organizations and city

departments, includes new and legacy media, and is manageable with part-time city staff support

- 1.3.2. Include storymaps as a part of the Heritage Preservation Commission's communications plan
- 1.3.3. Implement the City of Winona's branding standards for heritage communications
- 1.4. Incorporate placemaking and streetscaping into public infrastructure investments to create a sense of place in Winona's heritage districts
 - 1.4.1. Develop a street design manual that clearly develops a process for the inclusion of holistic placemaking elements in regular street improvements
 - 1.4.2. Implement a "heritage streets" program that enhances downtown and maintains its paving stones and other historic elements and enhances downtown as an historic draw in the community
 - 1.4.3. Incorporate public art into regular public infrastructure investments as detailed in the Arts and Culture Plan for the City of Winona

Goal 2. Improve education of the historic districts and sites for owners and tenants of historic properties

- 2.1. Implement a strategic education plan on a yearly basis
 - 2.1.1. Develop an education series that includes in-person forums for historic property owners and business owners in historic properties
 - 2.1.2. Develop education materials to be available online and distributed with partners (i.e. Main Street and Winona Area Chamber of Commerce)
- 2.2. Create direct outreach opportunities for the community at large
 - 2.2.1. Develop an education series that includes in-person forums for those interested in learning about the heritage planning process
 - 2.2.2. Develop education materials to be available online and distributed by the City and partners (i.e. Winona County Historical Society and Main Street) for those interested
- 2.3. Coordinate and foster "historic property owner support group"
 - 2.3.1. Develop an education series that includes in-person forums for historic property owners with partner organizations (i.e. Main Street, Rethos, and Winona County Historical Society)
 - 2.3.2. Host in-person and online gatherings for historic property owners to network
- 2.4. Shared "tool library"/makerspace

- 2.4.1. Partner with organizations (i.e. Minnesota State Southeast, Winona County Historical Society, Rethos) to create a “tool library” or makerspace to provide access for learning and repairs by historic property owners and businesses

Goal 3. Increase visibility of “lesser known” historic districts, sites, cultural landscapes, and properties

- 3.1. Work with strategic partners to generate new awareness campaigns on an annual basis
 - 3.1.1. Directly partner with established organizations celebrating Winona’s diverse populations (i.e. Dakota Unity Alliance, Polish Museum, Project FINE, Prairie Island Community, Tribal organizations) to create online and distributable content for the community at large
- 3.2. Develop and implement a comprehensive communication plan for the heritage of Winona
 - 3.2.1. Incorporate underrepresented groups’/populations’ histories in the documentation created in the communications plan
- 3.3. Create and implement a campaign for the invisible history of Winona to tell the stories of buildings, events, and peoples from the past; partner with historical society and private building/site owners
 - 3.3.1. Implement the standards for signage and communications developed in the communications plan to show “what used to be here” and “who used to be here” throughout Winona
- 3.4. Indigenous populations focus and other underrepresented groups
 - 3.4.1. Partner with established organizations representing indigenous and underrepresented groups to create content for distribution and awareness
- 3.5. Partner for general community education related to underrepresented communities
 - 3.5.1. Include underrepresented communities in the strategic communications plan for all types of signage and documentation developed
- 3.6. Incorporate signage into missing locations
 - 3.6.1. Develop a standard to show “what used to be here” and “who used to be here” in vacant parcels, parks, and other interpretive locations
 - 3.6.2. Partner with organizations employing qualified preservation consultants/staff (i.e. Winona County Historical Society) to develop appropriate documentation to be created and utilized

Goal 4. Create and communicate financial incentives for reinvestment in historic districts and sites for property owners and tenants

- 4.1. Limit red tape for financial incentive programs

- 4.1.1. Recycle Downtown Revolving Loan Fund's existing monies to a new organization unburdened by Community Development Block Grant requirements
- 4.1.2. Create a new local investment fund that can be accessed by heritage properties for reinvestment unburdened by Community Development block Grant requirements
- 4.2. Develop more local financial incentive programs with local funding and less federal or state oversight
 - 4.2.1. Create a new local investment fund that can be accessed by heritage properties for reinvestment unburdened by Community Development block Grant requirements
 - 4.2.2. Create local tax incentive programs for reinvestment in historic properties
 - 4.2.3. Create or explore a downtown reinvestment fund using new funding streams (i.e. parking improvement district)
- 4.3. Communicate the financial incentives that exist in a clearly understood, consistent manner
 - 4.3.1. Implement the strategic communications plan and the Financial Incentives, Education, and Outreach plan
 - 4.3.2. Solicit feedback on the ease of use and access on an annual basis
- 4.4. Prepare and implement a financial incentives, education, and outreach plan for historic property owners and tenants
 - 4.4.1. Solicit feedback on the program on an annual basis
 - 4.4.2. Augment the financial incentives, education, and outreach plan to complement the strategic communications plan
- 4.5. Create a direct outreach campaign to new historic property owners and tenants
- 4.6. Advocate for programs at the county, state, and federal level for financial incentives

Goal 5. Maintain Certified Local Government Status with updated historic surveys of Winona

- 5.1. Review and update the existing historic context studies of Winona
 - 5.1.1. Develop a post-WWII context survey for Winona
 - 5.1.2. Develop a context survey for underrepresented peoples in Winona
 - 5.1.3. Implement updated historic surveys for Winona either citywide or by subsection of the City
- 5.2. Create and adopt new historic context studies of Winona for development post-WWII and for indigenous communities in Winona or other underrepresented groups

- 5.3. Prepare updated surveys for Winona (last done in 1991-1993) as required by CLG standards

Goal 6. Nominate properties to the National Register of Historic Place and Local Designation consistently

- 6.1. The City of Winona's HPC shall maintain a list of priority projects and properties for designation
 - 6.1.1. The Winona HPC shall review this list annually
 - 6.1.2. The Winona HPC shall use this list to submit its budget request to the Winona City Council and support grant applications
- 6.2. The City of Winona should seek to develop two eligibility determinations or nominations on an annual basis through the priority projects list
 - 6.2.1. The Winona HPC shall submit two projects annually in its budget request to the Winona City Council
 - 6.2.2. The Winona HPC shall apply for internal and external funding based on the priority projects list
- 6.3. Nominations for local designation should be balanced with local financial incentives
 - 6.3.1. Implementation of the Financial Incentives, Education, and Outreach plan and updated local funding options should be developed, reviewed, and implemented concurrently with local designations
 - 6.3.2. The strategic communications plan shall include additional financial incentive outreach to locally designated property owners
- 6.4. Nominations for local designation should be prioritized for those districts and properties with an interest in local designation
 - 6.4.1. The City of Winona and HPC shall reach out to eligible property owners as part of the strategic communications plan to solicit interest in local designation
 - 6.4.2. The Winona HPC shall update its priority list to reflect interest from local property owners in potential local designation

Goal 7. Encourage infill in the downtown historic districts and other parts of the city

- 7.1. Incentivize new infill to complement historic districts
 - 7.1.1. Create tax incentives for reinvestment in historic properties
 - 7.1.2. Re-assess existing Design Standards in the Unified Development Code and the Downtown Design Guidelines for cohesion and complementary standards

- 7.1.3. Relax and remove zoning regulations that prohibit reinvestment in historic properties (i.e. site dimension standards, lot area standards, parking requirements)
- 7.2. Explore tax incentives/new tax formats (Land Value Tax, Vacancy Tax, tax breaks, etc.)
 - 7.2.1. Create local tax incentives for reinvestment in historic properties
 - 7.2.2. Advocate for county, state, and federal tax incentives for reinvestment in historic properties
- 7.3. Explore zoning incentives and changes
 - 7.3.1. Re-assess Design Standards in the Unified Development Code and the Downtown Design Guidelines for cohesion and complementary standards
 - 7.3.2. Consider codification of historic design guidelines where feasible (i.e. signage requirements) in the Unified Development Code
 - 7.3.3. Relax and remove zoning regulations that prohibit reinvestment in historic properties (i.e. site dimension standards, lot area standards, parking requirements)
- 7.4. Identify underutilized/vacant parcels; partner with Opportunity Winona and others to increase utilization
 - 7.4.1. Partner with the Port Authority and Opportunity Winona and property owners to prioritize soliciting development proposals in downtown and historic districts
 - 7.4.2. Identify and address zoning and other regulatory barriers preventing reinvestment in underutilized and vacant parcels
 - 7.4.3. Implement land use standards and ordinances that are context-sensitive and reflect Winona's historic built pattern and development pattern (i.e. subdivision standards, street design, and zoning requirements) We're a big deal
- 7.5. Promote land use policies that encourage more, smaller housing units
 - 7.5.1. Re-legalize Winona's historic housing pattern (i.e. carriage houses, small lot development, ease of subdivision, Missing Middle housing, etc.) through zoning and other regulatory changes
 - 7.5.2. Create by-right processes that allow for more housing in Winona without regulatory hurdles (i.e. more "Permitted with Standards" and less public hearings for variances and Conditional Use Permits)

Goal 8. Directly notify and reach out to property owners who own eligible properties on an annual basis

- 8.1. Direct mail from the city to explain eligibility and steps for nomination

- 8.1.1. The City of Winona and HPC shall reach out to eligible property owners as part of the strategic communications plan to solicit interest in local designation
- 8.1.2. The Winona HPC shall update its priority list to reflect interest from local property owners in potential local designation
- 8.2. Direct mail to explain pros and cons of nomination to the NRHP and local designation
 - 8.2.1. The City of Winona and HPC shall reach out to eligible property owners as part of the strategic communications plan to solicit interest in local designation
 - 8.2.2. The Winona HPC shall update its priority list to reflect interest from local property owners in potential local designation

Goal 9. Directly support the Winona County Historical Society

- 9.1. WCHS provides significant benefit to research and programming for heritage efforts and should be supported to do so
 - 9.1.1. The City of Winona should become a financial supporter of the Winona County Historical Society on an annual basis
 - 9.1.2. The City of Winona should explore creative funding opportunities and grant partnership opportunities between the Heritage Preservation Commission and the Winona County Historical Society
- 9.2. Archives and exhibit partnerships
 - 9.2.1. The Winona HPC should utilize the expertise at the Winona County Historical Society for content development support
 - 9.2.2. The Winona HPC and Winona County Historical society should partner on consistent signage standards in the City of Winona
- 9.3. Support the exhibit strategic plan (2020) of the WCHS
 - 9.3.1. Provide funding opportunities for specific exhibits related to city projects
 - 9.3.2. Provide funding opportunities for exhibits elated to historic properties in the City of Winona
 - 9.3.3. Directly support public programming financially

Goal 10. Deconstruction should be encouraged rather than demolition

- 10.1. Salvage reusable and valuable building materials (where does it go?)
 - 10.1.1. Partner with statewide programs for deconstruction and future sale and reuse of historic building materials
 - 10.1.2. Partner with the Winona County Historical Society for salvaged reuse in education exhibits where appropriate

- 10.2. Deconstruction as a “green demolition step” for older buildings
 - 10.2.1. Require reuse of historic building materials where available for new construction on recently deconstructed historic sites as appropriate (i.e. reused historic flooring, limestone substituted for cement, etc.)
 - 10.2.2. Encourage distribution of historic assets through sales to the public where appropriate
 - 10.2.3. Reevaluate the demolition standards for the City of Winona
- 10.3. HPC review of buildings older than 50 years for demolition permits vs deconstruction
 - 10.3.1. Re-write City Code to require an eligibility determination for buildings older than 50 years old proposed for demolition
 - 10.3.2. Re-write City Code to require deconstruction of properties determined to be eligible for local significance or the National Register of Historic Places

Goal 11. Prevent demolition by neglect

- 11.1. Explore ordinance changes to compel maintenance of buildings
 - 11.1.1. Create a clear process for determining neglect and directing properties through support programs
 - 11.1.2. Codify maintenance and demolition by neglect ordinance language to be in concert with the Unified Development Code.
- 11.2. Create incentives for maintaining older buildings
 - 11.2.1. Explore local tax incentives
 - 11.2.2. Implement the Financial Incentives, Education, and Outreach Plan
- 11.3. Maintain an existing building stock survey analyzing the condition of eligible and designated properties
 - 11.3.1. Develop a property survey system to classify main elements of properties based on current maintenance
 - 11.3.2. Update building stock survey regularly to reflect changes over time

Transportation

Subcommittee Summary

September 2, 2022 DRAFT

Overview

7 Meetings

Members

Brian Buelow	Mitch Johnson
Carrie Heckman	Randy Skarlupka
Diane Munson	Shawn Kohner
Kay Peterson	

Example Structure and Definitions

Goal 1. A broad general statement that describes a desired outcome

- 1.1. Objective(s) - A statement (or statements) of measurable results to help achieve a goal
 - 1.1.1. Strategies - Specific actions to achieve an objective

Goals, Objectives, and Strategies

Goal 1. Improve public transportation in Winona and promote increased use

- 1.1. Lower cost barriers to use
 - 1.1.1. Examine and consider fare free transit, particularly for low-income residents
- 1.2. Implement user-friendly technology to make transit use the easy option for movement in the city
 - 1.2.1. Make an app available that can assist potential riders in planning their trips when using public transit
 - 1.2.2. Implement electronic display boards at transit stations and shelters displaying the next buses' arrival times
 - 1.2.3. Allow public transportation systems to be integrated (one pass for to access multiple systems)
- 1.3. Consider increased staffing support for transit in the City
 - 1.3.1. Examine the reestablishment of a full-time position for a Transit Coordinator for the City of Winona
- 1.4. Holistically consider the transit network beyond existing bus service to connect other transportation options
 - 1.4.1. Integrate micromobility options in the City that seamlessly work with City of Winona Transit (help solve "last mile" problem)
 - 1.4.2. Promote a transit hub (possibly near the Amtrak Station) connecting transit with easy to access long-range transportation options and micromobility options

Goal 2. Bike lane infrastructure investments that connect destinations and integrate with other transportation systems

- 2.1. Connect transit stops and destinations with bike infrastructure
 - 2.1.1. Consider placement of transportation hubs (e.g. near the Amtrak Station) that can act as connection points from biking to other transportation options
- 2.2. Meeting modern standards for bike infrastructure (e.g. NACTO urban bike design guidance)
 - 2.2.1. Conduct a network analysis of Winona's existing and proposed bicycle infrastructure network
 - 2.2.2. Evaluate and update existing signage and on-street markings for consistency and meeting current standards
- 2.3. Expand recreational bike path along lakes to the West and East (e.g. Shives Road)
 - 2.3.1. Consider on-street and additional trail connections
 - 2.3.2. Implement proposals from the Complete Streets and Pedestrian & Bicycle Plan
- 2.4. Establish improved crossings across Highway 61 (e.g. Gilmore or over-highway infrastructure)
 - 2.4.1. Consider trail funding to implement proposals from the Park and Recreation Master Plan
 - 2.4.2. Implement clearly identifiable bicycle infrastructure used to cross highway barriers
- 2.5. Connection to the Middle School for safe crossings across Highway 61
 - 2.5.1. Consider a Safe Routes to Schools program in coordination with Winona Area Public Schools
 - 2.5.2. Improve connections from Mankato Avenue south to the Middle School

Goal 3. Safe Routes to Schools

- 3.1. Consider a Safe Routes to Schools program in coordination with Winona Area Public Schools
 - 3.1.1. Improve access to Middle School for children attending school
- 3.2. Connect schools with recreation areas via traffic calmed streets (e.g. Lake Boulevard, 7th Street)
 - 3.2.1. Develop context-sensitive guidelines for street design around and connecting schools
 - 3.2.2. Create safe, convenient, and comfortable connections for children on foot, bicycling, or using other transportation options to attend school

Goal 4. Continue to support the use of the Mississippi River for commerce, recreation, and transportation

- 4.1. Balance the needs of transportation, recreation, and environment (e.g. mitigate conflict between commerce and other users)
 - 4.1.1. Survey and analyze the needs of Mississippi River users on a regular basis to determine the desires of various users
 - 4.1.2. Develop a strategic plan for Mississippi River use that can be updated regularly to help balance the uses of the Mississippi River
- 4.2. Promote recreational use and opportunities along the Mississippi River
 - 4.2.1. Improve signage for access to the Mississippi River for recreation users to improve accessibility

- 4.2.2. Implement improved recreational river access infrastructure to improve ease of use
- 4.2.3. Coordinate resources from private and public partners to ensure river access is easy to understand for the casual recreational user
- 4.3. Support the Riverfront Trail and its associated shared use path network
 - 4.3.1. Implement the Parks and Recreation Master Plan connections between the Riverfront Trail and other recreation destinations of the City
 - 4.3.2. Proactively seek funding to implement the Riverfront Trail network
- 4.4. Signage and communications for river access and types of use (e.g. boat landings and swimming)
 - 4.4.1. Implement a strategic communications plan that includes wayfinding and regular communications to promote river access and types of use
 - 4.4.2. Develop infrastructure that clearly communicates where to go and how to access the river, making it safe, convenient, and comfortable to do so for recreation users

Goal 5. Improve the rail system in Winona, in terms of both passenger rail and freight transportation, in a manner that minimizes conflicts with the City's motorized and non-motorized transportation system

- 5.1. Support the rail industry as a viable means of goods movement and passenger transportation into and out of Winona
 - 5.1.1. Survey and analyze the needs of rail users to promote the movement of goods and transportation in Winona
 - 5.1.2. Partner with private and public organizations that have the ability to implement programmatic and infrastructure improvements
- 5.2. Improve safety where there are conflict points between rail and other forms of movement
 - 5.2.1. Implement improved grade crossings and consider grade separated crossings where feasible
- 5.3. Coordinate with other transportation systems for smooth flow of passenger services from all entities
 - 5.3.1. Consider a transportation hub near the Amtrak station to connect passengers to other means of transportation in Winona
 - 5.3.2. Develop infrastructure that clearly communicates where to go and how to access destinations from passenger rail stops
- 5.4. Improve amenities near passenger rail (e.g. re-zoning, more private investment)
 - 5.4.1. Re-zone the surrounding area around the Amtrak Station for mixed use development
 - 5.4.2. Remove regulatory barriers to housing and commercial investment around the Amtrak Station

Goal 6. Develop surface transportation improvements for the existing network

- 6.1. Improve safety and efficiency of truck traffic in Winona while minimizing impacts on residential neighborhoods, mixed use districts, and tourism attractions so as to improve overall quality of life
 - 6.1.1. Reevaluate truck routes in Winona

- 6.1.2. Consider infrastructure that improves the safety of street users and the livability of residences along truck routes
- 6.2. Improve the aesthetics and cleanliness of streets and roads through streetscape and landscape improvements and code enforcement
 - 6.2.1. Implement components proposed in the Complete Streets and Pedestrian & Bicycle Plan regarding snow removal
 - 6.2.2. Consider human-scale elements that promote the friendly and unique spaces in public rights-of-way
 - 6.2.3. Consider street design that promotes interesting connections between places
- 6.3. Incorporate traffic calming measures in future street construction and to address identified neighborhoods problems;
 - 6.3.1. Consider context-sensitive design for residential streets that promotes slow speeds
 - 6.3.2. Examine standards for emergency response use of streets
 - 6.3.3. Design new streets and reconstruct existing streets to narrower widths that does not encourage excessive traffic speeds
- 6.4. Respond to and implement the Complete Streets Policy and Pedestrian and Bicycle Plan when presenting items to governing bodies
 - 6.4.1. Respond to the goals, network plan, and design elements in the Policy and Plan when considering public infrastructure projects at City Council and/or other applicable governing boards
 - 6.4.2. Implement elements of the Policy and Plan when conducting other public infrastructure improvements where possible.
- 6.5. Evaluate the existing street network for access to businesses and ease of movement for all users within existing pavement widths and existing rights of way
 - 6.5.1. Consider one-way streets in east and west corridors (e.g. 5th Street and 6th Street)
 - 6.5.2. Consider new street network improvements like the Louisa Street Extension
- 6.6. Prioritize ADA compliance citywide (every topic, all objectives, every document); become a destination for those who are differently abled
 - 6.6.1. Dementia-friendly standards and implementation of signage, traffic calming, and other street design (accessibility and dementia friendly street design)
 - 6.6.2. Implement the ADA Transition Plan and update it regularly to reflect current standards
- 6.7. Make rail crossings improvements that are safe, convenient, and comfortable
 - 6.7.1. Improve grade crossings where needed to improve vehicular and multi-modal transportation across rail lines (e.g. Carrie's egg test)
 - 6.7.2. Work with railroads to prioritize improvements of at-grade crossings in Winona and implement a consistent plan to address them

Goal 7. Establish a safe and efficient non-motorized transportation system that accesses all parts of Winona and the regional trails network

- 7.1. Expand the City's network of sidewalks and crosswalks in order to provide safe, convenient, and comfortable pedestrian access throughout Winona

- 7.1.1. Develop infrastructure that clearly communicates where to go and how to access the river, making it safe, convenient, and comfortable to do so for recreation and commuter users
- 7.1.2. Update the Unified Development Code to implement sidewalks on both sides of the street for new subdivision development
- 7.2. Expand the network of bicycle and pedestrian trails that provide transportation use along with recreation use.
 - 7.2.1. Improve the network to connect residents to schools, parks, retail areas, downtown, and houses of worship as well as existing trails within and near Winona;
 - 7.2.2. Implement the Parks and Recreation Master Plan connection corridors and other trails
 - 7.2.3. Conduct a network analysis of Winona's existing and proposed bicycle infrastructure network
- 7.3. Expand and improve the on-street bicycle network in order to safely connect bicycle commuters and recreational riders with trails and destinations
 - 7.3.1. Consider trail funding to implement proposals from the Park and Recreation Master Plan
 - 7.3.2. Implement clearly identifiable bicycle infrastructure used to cross highway barriers
- 7.4. Promote the use of "linear parks" or "parkways" through the public rights-of-way to connect recreational destinations (e.g. Lake Winona and the River) so that movement is safe, convenient, and comfortable and can be accomplished without a motor vehicle
 - 7.4.1. Develop context-sensitive implementation of parkways as unique infrastructure that can acts as the connections along public rights-of-way
 - 7.4.2. Conduct a network analysis of Winona's existing and proposed bicycle infrastructure network
 - 7.4.3. Develop infrastructure that clearly communicates where to go and how to access the river, making it safe, convenient, and comfortable to do so for recreation users

Goal 8. Promote and improve the public transportation system as a viable alternative to driving alone

- 8.1. Promote land use development strategies that incorporate pedestrian, bicycle and transit access and reduce dependence on private vehicles
 - 8.1.1. Examine the Unified Development Code to remove or relax regulatory barriers for investment along transit lines and other multi-modal corridors (Transit Oriented Development)
 - 8.1.2. Consider subdivision standards that promote other options besides driving
- 8.2. Partner with large employers and destinations to support the transit system
 - 8.2.1. Consider financial partnerships to support fare-free transit, especially for lower-income users
 - 8.2.2. Analyze the existing network for service priorities and improvements to promote utilization in support of businesses

- 8.3. Explore the various autonomous electric vehicles suitable for public transit and commit to a pilot program for one or two of these vehicles

- 8.3.1. Partner with MnDOT or other appropriate agencies to promote a pilot program in Winona

Goal 9. Continue to support and improve the Winona Municipal Airport to serve cargo and passenger demands and utilize space to meet community needs

- 9.1. Reassess land use at the airport to support needs in the community (e.g. industrial land use)
 - 9.1.1. Analyze available land for potential reallocation for other uses
 - 9.1.2. Analyze available land for needed mitigation for reuse
- 9.2. Utilize the airport to support Winona's industries and maintain and expand those services
 - 9.2.1. Survey and analyze the needs of airport users to promote the movement of goods and transportation in Winona
 - 9.2.2. Partner with private and public organizations that have the ability to implement programmatic and infrastructure improvements

Goal 10. Maintain and expand commercial harbor and port facilities

- 10.1. Facilitate improvements to docking facilities for East End industries to support and accommodate the Riverfront Trail and minimize interference with commercial traffic in the main shipping channel
 - 10.1.1. Implement the Riverfront Trail network
- 10.2. Evaluate multi-modal facility needs and impacts on truck routes and traffic with the goal of not increasing truck volumes
 - 10.2.1. Survey and analyze the needs of users to promote the movement of goods and transportation in Winona

Goal 11. Pursue track and storage yard relocations

- 11.1. Levee Park Rail Yard relocation for the use of recreational space and developable land along the Levee Park area and to promote integration with downtown
 - 11.1.1. Partner with private organizations to support the analysis and implementation of removal where feasible
 - 11.1.2. Analyze the areas affected for needed mitigation and support before reinvestment can occur
- 11.2. Advocate for Amtrak Station and Canadian Pacific Railyard improvements to limit switching movements that impact street crossings and treat the Amtrak Station as a welcoming entrance to the City
 - 11.2.1. Develop a strategic communications plan that supports consistent signage at the Amtrak Station with other signage in the community
 - 11.2.2. Consider reinvestment to support the Amtrak Station area as a transit hub
 - 11.2.3. Reevaluate land use patterns for future investment in the area
- 11.3. Seek private partnerships for improvements to the surrounding area by the Amtrak Station for reinvestment to meet housing and commercial demand
 - 11.3.1. Reevaluate the Unified Development Code zoning regulations to promote housing and mixed use commercial investment around the Amtrak Station

- 11.4. Assess impact of railroads and crossing backups on a regular basis (use existing website inquiry process)
 - 11.4.1. Consider impacts from railroads and crossings backups in network analyses of transportation users
 - 11.4.2. Reassess the Wall Street track and switching movements and work with railroads to improve efficiency and safety

Goal 12. Support and enhance passenger rail service

- 12.1. Pursue improvements to the Amtrak Station
 - 12.1.1. Consider staffing needs (volunteer or paid) or new technology that can help address needs of visitors and users of the station
 - 12.1.2. Implement a strategic communications plan that includes consistent signage connecting the Amtrak Station to the community as a gateway entrance to the City
 - 12.1.3. Develop infrastructure that clearly communicates where to go and how to access the rest of the city making it safe, convenient, and comfortable to do so for visitors and other rail users
- 12.2. Encourage private reinvestment in the area around the Amtrak Station
 - 12.2.1. Re-zone the area surrounding the Amtrak Station to support mixed uses and higher density housing and commercial use
- 12.3. Provide improved wayfinding and informational signage at the Amtrak Station to act as a welcoming gateway for the City (e.g. regional kiosks for visitors and users)
 - 12.3.1. Implement a strategic communications plan that includes consistent signage connecting the Amtrak Station to the community as a gateway entrance to the City
- 12.4. Provide multi-modal access to the location around the Amtrak Station (e.g. bicycle and scooter share programs, rideshare apps, transit service, and rental car services, transportation hub)
 - 12.4.1. Develop infrastructure that clearly communicates where to go and how to access the rest of the city making it safe, convenient, and comfortable to do so for visitors and other rail users
 - 12.4.2. Consider a transit hub around the Amtrak Station
- 12.5. Support historic rehabilitation of the Amtrak Station and provide additional interpretive signage
 - 12.5.1. Develop infrastructure that clearly communicates where to go and how to access the rest of the city making it safe, convenient, and comfortable to do so for visitors and other rail users
 - 12.5.2. Implement a strategic communications plan that includes consistent signage connecting the Amtrak Station to the community as a gateway entrance to the City
- 12.6. Support regional rail network planning in the surrounding region
 - 12.6.1. Advocate for the Twin Cities-Milwaukee-Chicago second train and support rail reinvestment efforts for that project

Goal 13. Revise truck routes through the City

- 13.1. Assess the current truck routes in the city and pursue a truck routes management system and promote changes that will improve access through the community
 - 13.1.1. Invest in working with GPS technology providers to provide truck route priorities through the Pelzer Street and Mankato Avenue corridors
- 13.2. Improve livability along truck routes
 - 13.2.1. Enforce vehicle noise laws on all routes and citywide to the extent feasible
- 13.3. Create appropriate design for truck routes to facilitate movement through the community on a case by case basis (e.g. turning radii, turning patterns, etc.)
 - 13.3.1. Consider appropriate connections to local service trucks
 - 13.3.2. Locate appropriate services and land use concentrations to serve truckers and freight operators

Goal 14. Pursue priority road improvements

- 14.1. Consider and reassess the Mankato Avenue north-south corridor for additional capacity along a potential Louisa Street extension
 - 14.1.1. Analyze the existing corridor network for improvements
- 14.2. Pursue investments consistent with the Complete Streets Policy and Pedestrian & Bicycle Plan to reinvest city and Municipal State Aid Roads monies
 - 14.2.1. Develop infrastructure that clearly communicates the desire for slower speed movement through the city making it safe, convenient, and comfortable to do so for visitors and other rail users
 - 14.2.2. Consider updated urban context design elements that can be incorporated in existing funding programs
- 14.3. Pair priority road improvements and municipal maintenance of infrastructure with supporting grant cycles and investment opportunities
 - 14.3.1. Seek grant funding, private partnerships, and other financial support for repair, reconstruction, and regular maintenance of local streets
 - 14.3.2. Proactively program streets improvements to be paired with grant funding cycles where appropriate

Goal 15. Prioritize sidewalks and multi-modal access in neighborhoods

- 15.1. Reevaluate Unified Development Code standards for subdivisions
 - 15.1.1. Implement sidewalks on both sides of public rights-of-way in new subdivisions
 - 15.1.2. Incorporate shared use paths connecting new subdivisions to recreation trails networks
 - 15.1.3. Promote shorter crossing distances at intersections (and narrower streets in general)
- 15.2. Continue to reinvest in sidewalk maintenance in a section-by-section approach under the Sidewalk Improvement Program
 - 15.2.1. Consider additional funding sources for improvements detailed in supporting plan documents (e.g. Pedestrian & Bicycle Plan and Parks and Recreation Master Plan)
- 15.3. Implement the ADA Transition Plan outcomes for sidewalk improvements

Goal 16. Implement the Complete Streets Policy and Pedestrian & Bicycle Plan network and improvements

- 16.1. Facilitate planning processes for streets programmed for multi-modal improvements before bringing designs to the public for approval
 - 16.1.1. Consider a Co-Design process for streets improvements
 - 16.1.2. Evaluate the project proposal timeline for improvements to facilitate public involvement
- 16.2. Seek grant funding and private partnerships for bicycle and pedestrian improvements consistent with the goals of the Complete Streets Policy and Pedestrian & Bicycle Plan and the Parks and Recreation Master Plan
 - 16.2.1. Proactively program streets improvements to be paired with grant funding cycles
 - 16.2.2. Evaluate goals of supporting plan documents for consistency with available funding sources and priorities
- 16.3. Incorporate bicycle parking in the community on public rights-of-way and off-street parking facilities
 - 16.3.1. Reevaluate the Unified Development Code standards for bicycle parking implementation
 - 16.3.2. Consider context-sensitive design elements for implementation of bicycle parking in public rights-of-way when performing regular maintenance activities
- 16.4. Allow for substitution of transit, bicycles, and other multi-modal systems when considering new developments' circulation needs
 - 16.4.1. Reevaluate the Unified Development Code standards for parking and circulation
 - 16.4.2. Consider re-wording documentation for circulation rather than explicitly naming parking for automobiles

Goal 17. Local street improvements should incorporate narrow street design based on Urban Street Design Guidance

- 17.1. Proactively advocate for changes, and apply for variances, to the Municipal State Aid Roads program when funding street improvements with state monies where appropriate (note: be considerate in considering variances from Municipal State Aid Roads)
 - 17.1.1. Promote context-sensitive street design consistent with Winona's built pattern while utilize existing funding sources
 - 17.1.2. Consider adopting street design guidelines that promote context-sensitive street design that can be used to advocate for implementation of street reconstruction projects consistent with Winona's built pattern
 - 17.1.3. Emphasize traffic calming in considering street reconstruction projects
 - 17.1.4. Prioritize a pedestrian-friendly, human-scale street design for streets
- 17.2. Promote narrower street widths, travel lane widths, parking widths, and intersection crossing distances by following Urban Street Design Guidance from appropriate transportation organizations
 - 17.2.1. Consider adopting street design guidelines that promote context-sensitive street design adapted specifically to Winona's built pattern
- 17.3. Emphasize connectivity in new subdivision design and ensure connections to other subdivisions and the existing street network

Goal 18. Promote rectilinear subdivisions that support Winona's historic development pattern and connect into it

- 18.1.1. Respectfully navigate sensitive bluffslands, water features, and other unique topography in Winona when considering subdivision design
- 18.2. Promote “traffic calming” throughout the community
 - 18.2.1. Promote traffic calming strategies for every street project where appropriate
 - 18.2.2. Consider road diets for multi-lane roads when appropriate as some corridors in Winona remain identified barriers and safety concerns (e.g. Broadway/6th Street)
 - 18.2.3. Focus on slowing a streets’ design speeds to below 30 miles per hour
 - 18.2.4. Traffic calming measures should be integrated into new streets and roads and should be considered for all road reconstruction and resurfacing projects

Accessible Government

Subcommittee Summary

September 2, 2022 DRAFT

Overview

8 Meetings

Members

Brianna Haupt	Mandi Olson
Emily Kurash Casey	Nick Lemmer
German Victoria	Sadie Neuman
Ken Fritz	Sydney Bockelman

Example Structure and Definitions

Goal 1. A broad general statement that describes a desired outcome

- 1.1. Objective(s) - A statement (or statements) of measurable results to help achieve a goal
 - 1.1.1. Strategies - Specific actions to achieve an objective

Goals, Objectives, and Strategies

Goal 1. Improved User-Friendly Communication from City to Residents

- 1.1. Centralize communication
 - 1.1.1. Create a position or department responsible for City communications
 - 1.1.2. Consider adding a dashboard function to the city's website
- 1.2. Increase methods of communication
 - 1.2.1. Communicate across digital and non-digital platforms
 - 1.2.2. Consistently use current technology (such as video and website) to communicate news, meeting, and projects
 - 1.2.3. Continually assess the need for additional technology to improve communications
- 1.3. Increase and Expand amount of easily accessed public information
 - 1.3.1. Increase the amount of information on Beacon, Laserfiche, and internet sources
 - 1.3.2. Increase user friendly FAQ documents related to permits etc. and post to the City's website
 - 1.3.3. Increase usability of public information systems via common forms and plain language

Success Indicators

- New staff hired
- Higher web traffic counts
- Higher participation numbers in meetings and resources

Goal 2. Build individual residents' capacity to interact with the City

- 2.1. Provide resident education on city processes and requirements
 - 2.1.1. Create a "how to" for public meeting participation
 - 2.1.2. Reference a summary of Robert's Rules of Order
 - 2.1.3. Clarify pathways to civic involvement (e.g. through mentorship with past city officials)
- 2.2. Engage, inform, and involve people of varying ages, identities, life stages, abilities, races and socioeconomic levels
 - 2.2.1. Work with local organizations to connect with specific population group
 - 2.2.2. Partner with institutions, organizations, and local governments to promote and encourage civic involvement
 - 2.2.3. Consider a co-design process [insert call-out box with definition] for appropriate city projects such as street projects, infrastructure projects and public development proposals
 - 2.2.4. Consider technological solutions to allow asynchronous participation [insert call-out box with definition] at public hearings
 - 2.2.5. Consider micro-grants to help residents complete small projects involving City property
- 2.3. Reach out to residents
 - 2.3.1. Utilize city-wide communications (such as utility bills) to connect with residents
 - 2.3.2. Create a program for on-boarding new residents as it pertains to City services and City programs
 - 2.3.3. Identify and engage neighborhood leaders who can help with communication

Success Indicators

- Higher attendance at meetings and input provided from citizens
- Pre-project meetings become regular practice

Goal 3. Enhance the City of Winona's interactions with residents

- 3.1. Provide more information on the reasoning behind projects

- 3.1.1. Clearly communicate project rationale through various communication methods when being presented to the public. Also communicate rationale prior to public presentation if possible.
- 3.2. Promote good customer service when interacting with public
 - 3.2.1. Provide City materials in plain language
 - 3.2.2. Provide City materials in multiple languages
 - 3.2.3. Implement customer service-oriented language when interacting with public
 - 3.2.4. Implement customer service trainings and how to work with various populations
- 3.3. Increase casual (non-meeting) interactions with public
 - 3.3.1. Promote city employee, City department, and elected official participation in events outside of City Hall with consideration of open meeting laws
 - 3.3.2. Explore partnerships with local businesses for participation in events
- 3.4. Enhance standardized information across City departments
 - 3.4.1. Integrate and share information across City databases
- 3.5. Increase accessibility to information for physically impaired individuals such as those who cannot see or hear
 - 3.5.1. Review how other cities increase accessibility
- 3.6. Explore novel and collaborative solutions to issues
 - 3.6.1. Host events such as simulations, Artists on Main Street, or Hack-a-thons to identify new potential solutions
 - 3.6.2. Provide regular educational opportunities for staff, committee members, and Council on new approaches to addressing common issues
- 3.7. Collect feedback on resident's experience with City
 - 3.7.1. Consider a recurring public survey to identify strengths and areas for improvements
- 3.8. Report on progress toward City goals and objectives identified in Comprehensive Plan
 - 3.8.1. Annually report progress on Comprehensive Plan to Planning Commission and City Council
 - 3.8.2. Communicate progress on Comprehensive Plan to the public

Success Indicators

- Fewer complaints noted
- Reports show progress toward City goals and objectives identified in Comprehensive Plan

Goal 4. Wider participation in City committees and elected offices

- 4.1. Engage, inform, and involve people of varying ages, identities, life stages, abilities, races and socioeconomic level
 - 4.1.1. Work with local organizations to connect and build relationships with specific population groups
- 4.2. Understand barriers to participation
 - 4.2.1. Utilize a survey or other means to clearly identify barriers to participation in city committees and elected offices
- 4.3. Remove barriers and enhance flexibility for participation
 - 4.3.1. Explore technological solutions to make participation easier for more people
 - 4.3.2. Consider terms limits for boards and commissions to foster a balance between experience and opportunity
- 4.4. Greater consistency of public Information for Boards and Commissions Duties and Responsibilities
 - 4.4.1. Create and utilize a common template for Board and Commission information

Success Indicators

- No uncontested elections
- FAQ and public office open house learning session once annually
- Clear information about Board and Commission opportunities online

Goal 5. Enhanced public understanding of the values and purpose informing City activities

- 5.1. Create City Council two-year work plans
 - 5.1.1. Identify means for Council retreat or specific time for all Council members to meet and create a strategic plan with a vision and values statement with reference to the Comprehensive Plan
- 5.2. Create organization wide vision and values for the City of Winona
 - 5.2.1. Work with the City Manager and department heads to and craft a vision and values statement with input from all City Employees and Revise every 5-10 years
- 5.3. Create departmental purpose statement for the City of Winona
 - 5.3.1. Work with department heads to craft a vision and values statement with input from departmental employees and revise every 5-10 years.

Success Indicator

- Plans, vision and values are officially adopted and referenced in actions and decision making

Transformative Projects

Subcommittee Summary

September 2, 2022 DRAFT

Overview

8 Meetings

Members

Christopher Stout	Lydia Boysen
Ethan Wilkins	Nancy Denzer
Jerome Chrstenson	Rebecca Lamberty
Jessica Remington	Scott Maksteneiks
Jim Goblirsch	Stan Breitlow

Example Structure and Definitions

Goal 1. A broad general statement that describes a desired outcome

1.1. Objective(s) - A statement (or statements) of measurable results to help achieve a goal

1.1.1. Strategies - Specific actions to achieve an objective

Riverfront Trail

Rationale

A “Riverfront Trail” along the Mississippi is detailed in the 2007 Comprehensive Plan as a major project that would help re-connect Winona to the river. Due to flooding and construction of the levee system, there is a sentiment that Winona has historically “turned its back” on the Mississippi. The Riverfront Trail seeks to change that. The trail would run along the Mississippi River from Pelzer Street on the West to the far east end of the City. It is seen as a trail of regional importance – attracting Winona residents and visitors to the banks of the river. It was the highest rated “transformative project” identified by the subcommittee working on this section of the Comprehensive Plan. City staff has been working on the Riverfront Trail for the last 15 years. At this time, the focus is on the portion of trail between Levee Park and Lions Park.

[Insert Map]

Considerations

Major considerations for the trail include the number of landowners involved, industrial businesses that need access to the river, federal flood system (dike) regulations, availability of state bond funds, and keeping the trail as close to the Mississippi as possible so that it is a true “riverfront” trail. Due to these considerations and others, it is anticipated that work on this trail project will continue through the effective time period of this Comprehensive Plan and perhaps into the next.

Exclusively “City” project – execution and management of project is City’s responsibility.

Incorporation of common design elements with other parks and trails resources.

Partnerships

Partnerships for this project include the US Army Corps of Engineers, individual property owners, and the state of Minnesota.

Incubator Space

Rationale

An incubator space and/or program in Winona would help people get their ideas off the ground and help create new local businesses. An incubator that shares resources could also create efficiencies and solve problems for community members. Overall, incubators lower barriers for people to bring their great ideas to fruition.

Incubators in concept are directly in-line with the vision and values stated in this Comprehensive Plan – particularly related to our vision of Winona “leading with entrepreneurial spirit and creativity” and the following core value:

Entrepreneurship & Economy

Our entrepreneurial spirit and industrial heritage are the foundation for growth of our robust, diverse economy. We invest in our downtown and other physical assets, and we create the conditions for bold and innovative ideas to flourish.

There are numerous examples of successful incubators throughout the county and even regionally in the cities of La Crosse, Wisconsin, Eau Claire, Wisconsin, and Rochester, Minnesota. Winona did create a co-work named “The Garage” which functioned between 2018 and 2020, but closed due to lack of use. Therefore, it is prudent for Winona to reference other successful strategies in creating local incubator spaces or programs.

Future incubator efforts could be key in creating the next generation of local entrepreneurs and businesses in Winona. Winona has historically benefitted from local innovation and creation of businesses that sell products and services beyond city boundaries.

Considerations

Considerations related to establishment of local incubators include:

- What incubator style resources does Winona already have? Perhaps the idea of local incubators is less about creating something new versus building on or merging existing resources.
- Many of the local churches have full scale commercial kitchens. The City of Winona’s Masonic Temple also has a kitchen. (Supportive of other efforts as well.)
- Future investments in Winona’s Masonic Temple will make it a good potential site for a makerspace (where tools are shared) and/or a food related incubator.
- Incubator efforts may be a combination of physical improvements and non-physical strategies or programs (e.g. start-up financing, loan guarantees, etc.)
- Incubator efforts need to incorporate an effective amount of marketing and advertising to buy-in and use of resources

- In addition to the general population, a source for new ideas and creativity are students at our local universities. There has long been the desire to retain more student talent in Winona – incubator resources could be an avenue to assisting with this.
- Incubator as economic development (City involvement though staff and/or Port Authority)
- City as connector
- “Lessons” from garage experience

Partners

- Partnerships with local businesses, economic development agencies, and potential funding sources will be key in creating sustainable incubators. Referencing other successful incubator models will help define what might work locally. In general, the more community partners, the better.

Housing

Rationale

Having a place to call home is a basic human need and attainable housing is a foundational element in sustaining a successful City. Throughout the creation of this planning document, the need for additional housing choice has been a common theme amongst all participants (e.g. general public, subcommittees, and the steering committee). People want to live in Winona, but have a hard time finding a home. This includes housing of all types and all for all income levels.

Adequate housing choice is important in maintaining and enhancing Winona’s livability, and livability is fast becoming a city’s most important characteristic to attract and retain workers. Additionally, with the growth of remote work, people have greater flexibility in deciding what locale to call home. Thus, providing ample housing choice is key in Winona’s future growth and sustainability.

Although housing at all income levels is needed, the need is especially pronounced for homes attainable by people with low to moderate incomes. New detached single-family homes are becoming increasingly cost prohibitive even for those who have higher incomes. Additionally, land is limited in Winona due to the City’s geographical constraints. As a result, facilitating the improvement of existing homes and adding additional units to existing structures are key strategies to assist the majority of those seeking a place to call home.

The housing section of this plan details specific goals, objectives, and strategies related to housing. Housing is also included in this section due to its importance in creating a sustainable future for Winona.

Considerations

Considerations related to facilitation of additional housing choice include:

- What direction can be provided by previous efforts related to housing such as the Mayor’s Housing Taskforce report adopted in January of 2018
- Housing for single people and single-parent household (not in college) can be especially difficult to find in Winona.
- Allowing additional housing units on an existing property with an owner occupancy requirement may help more people to afford homes.

- Reducing or eliminating parking minimums and allowing more flexibility for off-site parking should be examined as a strategy to allow more housing. Examine alternate side parking considerations as part of this.
- In addition to the creation of new units, naturally occurring affordable housing should be examined and better understood in Winona
- More public funding dedicated to housing would have a significant impact on maintaining and/or creating attainable housing options
- Work with Townships to identify and assess potentially developable land adjacent to existing infrastructure
- City resources (economic development) focused on housing and facilitating federal and state housing programs in Winona

Partners

Partnerships between the City and state agencies as well as non-profits are crucial in facilitating the creation of attainable housing. State agencies such as the Minnesota Housing Finance Agency help fund attainable housing project while the City can partner with non-profits such as Habitat for Humanity to renovate existing housing and build new housing.

In addition to partnerships, it is important for the City to adjust its regulatory framework to make the creation of additional housing units easier for individuals. Amending regulations such as zoning will help to facilitate the organic creation of additional housing options in the City. Such regulations can and should be amended to allow greater housing choice while also preserving neighborhood character.

Other Notable Projects

WSU Fieldhouse

The Winona State University fieldhouse is a large indoor athletics and event facility proposed for the blocks between Huff Street and Main Street, and from Sarnia Street to the railroad tracks. The facility could also accommodate large gatherings such as concerts, trade shows, and auto or boat shows. This project is identified as a top need in the WSU's Comprehensive Plan.

In addition to athletics or event uses, allowing community use of the fieldhouse spaces would enhance the overall benefit to all those who live in Winona. Therefore, partnerships with the City of Winona, schools, and local non-profits should be explored. Expanded public use of the facility will help this project to have a stronger transformational impact on the greater community.

New City Police, Fire, and Community Center Facilities

New facilities for the Fire Department, Police Department, and Senior Center are future priority projects for the City of Winona. In summary, the Fire Department needs new facilities due to inadequate space for equipment and training, as well as maintaining the health of firefighters; the Police Department needs new facilities for essential departmental functions; and a new home for the Senior Center is needed due to aging current facilities and a desire to connect seniors with youth in a combined Community Center project.

When this summary was written in Fall 2022, a combined Fire Department, Police Department, and Community Center was being considered for City's East Rec properties located at 210 Zumbro Street. Final decisions on this project have yet to be made. Should this project not occur at the East Rec site, other locations for the new facilities will be studied. There also is the potential to split these facilities into different project locations. However, due to limited land options in Winona, location of these facilities in different places will likely have a domino effect on other properties and land uses within the city.