



Hoisington Koegler Group Inc.



**Winona Comprehensive Plan Update
Steering Committee Meeting
Thursday, September 29, 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) 11:05am Community Services and Institutions
- b) 11:20am Downtown and Riverfront
- c) 11:35am Parks and Recreation
- d) 11:50am Environment and Sustainability
- e) 12:05pm Arts and Culture

2) Feedback Discussion Period

3) Next Steps

- a) October 13, 2022: Steering Committee Workshop (11:00am-1:00pm)

Attachments:

- Draft Goals and Objectives Omnibus

Community Services & Institutions

Subcommittee Summary

September 21, 2022 DRAFT

Overview

3 Meetings

Members

Ann Riebel	Kelsey Scott
Audrey Rivenburg	Kevin Krieg
Dixie Brown	Lisa Rogers
Jen Gibson	Skylar DeGroot
Jerry Windley-Daoust	Tina Schott
Julie Kiehne	

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. People know about services and where to get them

- 1.1. Increase the amount of regular messaging about programs
 - 1.1.1. Utilize digital and non-digital resources for messaging
 - 1.1.2. Utilize inserts in utility bills to provide information to all city residents
- 1.2. Communicate across multiple platforms to reach desired populations
 - 1.2.1. Create a communications strategy to identify and implement communication via platforms that are widely used among target populations
- 1.3. Utilize a common platform to direct toward resources
 - 1.3.1. Use existing resources where possible to full build-out a regularly updated service directory
 - 1.3.2. Provide a link to Live Well Winona or another community hub on the City of Winona's website
- 1.4. Increase capacity for neighbors to help neighbors
 - 1.4.1. Facilitate social media connections between residents
 - 1.4.2. Facilitate neighborhood gatherings with special attention to neighborhoods where there is demographic turn-over among residents

Goal 2. Increased Communication Among Service Providers

- 2.1. Promote cross-education among service providers

- 2.1.1. Seek out a central organization such as the Winona Area Non-Profit Association to connect service providers and provide education about what they offer
- 2.2. Create communications plan for formal and informal gatherings
 - 2.2.1. Organize “share out” events attended by multiple organizations and identify an organization to present or “spotlight” their services

Goal 3. Funding needs & outcomes for Community Services & Programs are Better Understood

- 3.1. Increase public education about funding needs and outcomes
 - 3.1.1. Organize a messaging campaign publicize funding needs and outcomes
 - 3.1.2. Utilize infographics to assist in communication
- 3.2. Increase amount of education for public officials about funding needs and outcomes
 - 3.2.1. Organize a service organization summit attended by public officials and department heads
- 3.3. Increase education for department heads
 - 3.3.1. Organize a service organization summit attended by public officials and department heads
- 3.4. Create a cross-community funding request strategy
 - 3.4.1. Utilize connections made through share out events to create cross-community funding request strategy
 - 3.4.2. Work with Winona Community Foundation on asks that fit into their giving parameters

Goal 4. Better Mental Health Resources for Residents

- 4.1. Retain mental health counselors in Winona
 - 4.1.1. Hold a brainstorming event to generate ideas to address issue
 - 4.1.2. Incorporate non-employment considerations such as housing and childcare to enhance attractiveness of Winona
- 4.2. Enhance capacity of organizations, businesses, and individuals to recognize and address mental health crises
 - 4.2.1. Implement a training for mental health first aid targeted toward people who aren’t professional counselors but interact with a variety of individuals in work or non-work settings
- 4.3. Enhance capacity of public safety agencies to respond to mental health calls
 - 4.3.1. Consider adding a social worker to 911 emergency dispatch center staff

Goal 5. Coordinated physical space and facilities planning among Community Institutions

- 5.1. Regular meetings among community institution leaders
 - 5.1.1. Schedule and implement regular meetings among community institutions leaders
- 5.2. Regular meetings among department heads
 - 5.2.1. Work with organization leaders to schedule and implement regular meetings among department heads

- 5.3. Create a cross-community funding request strategy for Capital Projects
 - 5.3.1. Create a timeline for anticipated funding requests and share amongst leaders at regular meetings
- 5.4. Increase opportunities for informal community groups to rent facilities
 - 5.4.1. Identify publicly available meeting spaces and share with general public

Downtown & Riverfront

Subcommittee Summary

September 21, 2022 DRAFT

Overview

6 Meetings

Members

Aaron Young	Mary Farrell
Amber Hamernik	Mike Cichanowski
Caitlin Randall	Rahel Mekonnen
Cynthia Knout	Tiffany Jensen
Ethan Wilkins	

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 accessibility in the downtown area

- 1.1. Work with downtown stakeholders to address low-cost strategies to make curbs and sidewalks more accessible
- 1.2. Work with downtown stakeholders to improve sidewalk and curb ramp clearance coordination during winter time
- 1.3. Address accessibility of street crossings with curb extensions, raised crosswalks and intersections, and changes of materials (i.e. downtown Hastings, Mankato, and Chaska)
- 1.4. Add more handicap parking spaces per block
- 1.5. Add more level boarding possibilities for those using transit in downtown

Goal 2. Develop Cleaning and Beautification improvements for downtown

- 2.1. Increase greenery and landscaping in downtown
 - 2.1.1. Evaluate street tree locations, remove stumps, and add trees and other permanent plantings
 - 2.1.2. All tree removals should be accompanied with tree replacement or other permanent plantings

- 2.1.3. Seasonal plantings and decorations should be added to create visual interest year-round
- 2.1.4. Provide incentives for private property owners to create pocket parks or other green space
- 2.2. Incentivize historic building restoration and leverage façade grants programs
 - 2.2.1. Re-evaluate and improve current programs like the Downtown Revolving Loan Fund and add other programs through other funding sources
 - 2.2.2. Add local funding sources for grants that have less red tape
 - 2.2.3. Regularly seek feedback on existing new programs from recipients and potential users
- 2.3. Activate street space and use public spaces as venues for temporary events, retail, and commercial
 - 2.3.1. Amend ordinances to allow sidewalk cafes, storefront displays, streets fairs and vendors, among other uses in the sidewalk and street space by-right
 - 2.3.2. Activate public rights-of-way in downtown through intentional programming by creating clear, convenient processes for entrepreneurial uses of the public space in downtown
- 2.4. Maintain cleanliness and compliance
 - 2.4.1. Provide staffing to address cleaning and maintaining cleanliness and working as a first point of contact for compliance with property owners

Goal 3. Implement placemaking to reinvent public spaces to emphasize health, happiness, and wellness and draw residents and visitors to downtown

- 3.1. Create a mix of destinations to make downtown one large destination
 - 3.1.1. Utilize the Port Authority and Opportunity Winona to identify sites for reinvestment to create additional housing and commercial/retail destinations
 - 3.1.2. Amend zoning ordinances to encourage additional residential density in downtown
 - 3.1.3. Host a development round-table or facilitated development workshop to understand the private sector's experience and perspective of doing business in downtown

- 3.1.4. Host an open house regularly for constructive feedback
- 3.1.5. Invite local artists to apply their crafts in the form of ephemeral art in public spaces
- 3.2. Improve connectivity to downtown
 - 3.2.1. Improve wayfinding to and from downtown toward other destinations (i.e. parks, trails, other neighborhood nodes, large cultural draws)
 - 3.2.2. Create consistent wayfinding throughout downtown that is seamless with the surrounding area
 - 3.2.3. Rights-of-way connections to downtown should provide safe, convenient, and comfortable multi-modal connections that prioritize walking, biking, and transit
 - 3.2.4. Recreation locations and destinations should have clear connections to downtown
 - 3.2.5. Create network connections between park and recreation destinations with an emphasis on connecting to the Mississippi River
- 3.3. Create more activity and vibrancy on weekends
 - 3.3.1. Partner with other organizations for “Late Night Downtown” events and planning
 - 3.3.2. Encourage private use of public space (i.e. street vendors, public space cafes, storefront displays, and parklets)
 - 3.3.3. Amend ordinances to allow sidewalk cafes, storefront displays, streets fairs and vendors, among other uses in the sidewalk and street space by-right
- 3.4. Re-evaluate design standards for downtown
 - 3.4.1. Create clear documentation for historic rehabilitation and investment in historic buildings
 - 3.4.2. Have a clear “design language” for downtown furniture, streetscape improvements, and other amenities
 - 3.4.3. Provide sheltered protections for transit stops

Goal 4. Incorporate park improvements into downtown

- 4.1. Seamlessly integrate the Levee Park Plan with access to downtown

- 4.1.1. Develop and approve Levee Park Phase II
- 4.2. Eliminate or reduce barriers of connection between parks infrastructure and downtown
 - 4.2.1. Ensure that access between parks and downtown is safe, convenient, and comfortable for non-automobile users
 - 4.2.2. Work with railroads to improve at-grade crossings in downtown
- 4.3. Re-evaluate what public rights-of-way look like between parks destinations and downtown to provide safe, convenient, and comfortable multi-modal connections that prioritize walking, biking, and transit
 - 4.3.1. Incorporate downtown specific standards into a street design guide for Winona
 - 4.3.2. Consider public rights-of-way for uses beyond the movement of traffic
- 4.4. Recreation locations and destinations should have clear connections to downtown
- 4.5. Create network connections between park and recreation destinations with an emphasis on connecting to the Mississippi River

Goal 5. Incorporate placemaking and streetscaping into public infrastructure investments

- 5.1. When repairing or improving stormwater, electricity, and water infrastructure, consider improvements to streetscape and placemaking at the same time (i.e. material changes for intersections and crosswalks when replacing stormwater drains)
 - 5.1.1. Develop a street design manual that clearly develops a process for the inclusion of holistic placemaking elements in regular street improvements
 - 5.1.2. Implement a “heritage streets” program that enhances downtown and enhances downtown as an historic draw in the community
 - 5.1.3. Incorporate public art into regular public infrastructure investments as detailed in the Arts and Culture Plan for the City of Winona
- 5.2. Consider green technology when improving parking lots and when considering site plans for new construction
 - 5.2.1. Incorporate electric charging stations and other electric mobility support infrastructure in city parking lots

- 5.2.2. Encourage native plantings to soften the use of concrete and asphalt in downtown and decrease the “vacant lot” perceived safety issue

Goal 6. Increase communication with downtown property owners and business owners

- 6.1. Increase public safety communication with the downtown community
 - 6.1.1. Encourage community policing in downtown via walking or biking patrols
- 6.2. Create opportunities for regular public feedback
 - 6.2.1. Provide an open house public forum regularly to allow for community feedback to city staff
 - 6.2.2. Provide opportunities for regular feedback at locations throughout different locations in downtown (e.g. meet the community where they are)
- 6.3. Communicate directly with business owners and property owners regularly with downtown updates, permitted improvements, new businesses, and other occurrences in downtown
 - 6.3.1. Work with Main Street and the Chamber of Commerce to provide regular communication but don't rely solely on partnership communication
- 6.4. Regularly reach out with historic grants, loans, and other programs for reinvestment
 - 6.4.1. Create regular mailings and easy to use documentation for the downtown community regarding reinvestment processes and incentives
 - 6.4.2. Implement the 2022 Financial Incentives, Education, and Outreach program
- 6.5. Create a unified communication strategy for downtown businesses and property owners
 - 6.5.1. Consistent communication from a central source - Work with Main Street and the Chamber of Commerce to streamline messaging for downtown stakeholders and users

Goal 7. Improve signage in downtown

- 7.1. Create kiosks (i.e. Merchants bank historical signage) with historic interpretive signage
 - 7.1.1. Encourage the Winona Heritage Preservation Commission to seek signage funding on an annual basis

- 7.2. Develop a strategic signage plan that incorporates consistent signage for downtown with the rest of Winona
 - 7.2.1. Incorporate wayfinding, parking, interpretive, parks, and other signage information into an easy understood street design manual
- 7.3. Adopt consistent design standards for private property based on historic district design guidelines and codify it
 - 7.3.1. Re-evaluate the Unified Development Code Standards for consistency with the historic district design guidelines

Goal 8. Assess tax base and investments in downtown with a downtown study

- 8.1. Create channels for public investment back into downtown (i.e. streetscape improvements, rights-of-way improvements, reinvestment incentives, public parking lots improvements, etc.)

Goal 9. Increase development momentum in downtown

- 9.1. Encourage increased mixed use opportunities in downtown with higher density residential capacity to support businesses
 - 9.1.1. Re-evaluate design standards in the Unified Development Code
 - 9.1.2. Relax or remove parking minimums in downtown which serve as a de-facto lot area minimum cap on residential capacity
 - 9.1.3. Encourage mixed use on first floors of buildings to activate the street
- 9.2. Re-evaluate processes and ordinances that present barriers for development and re-investment while supporting the historic nature of downtown
 - 9.2.1. Re-evaluate design standards in the Unified Development Code
 - 9.2.2. Distribute the Main Street Design Guide regularly and communicate the processes for redevelopment of downtown
- 9.3. Encourage development that reduces reliance on parking through the use of shared parking agreements, actively managed public parking, removed parking minimums, and increased pedestrian and bicycling infrastructure
 - 9.3.1. Where public parking is available, re-evaluate its use as parking and make it a goal to prepare and market parking properties for redevelopment
- 9.4. Encourage employment and housing densities that support a viable, robust transit system

- 9.4.1. Support downtown as a “walkshed” that is served by public transit and is easily accessible by walking, biking, or other non-automobile transport options
- 9.4.2. Encourage increased hours of operation and days of operation for the transit system
- 9.4.3. Consider fare-free transit that will limit barriers to use for all users
- 9.4.4. Re-evaluate standards in the Unified Development Code to encourage increased densities that will meet established standards for transit operation

9.5. Promote brownfield redevelopment opportunities in the downtown area

Goal 10. Actively manage city public parking

- 10.1. Set clear goals for utilization rates so that public investment in parking is justified and used (90%+ occupancy)
- 10.2. Enhance the quality and safety of facilities
 - 10.2.1. Review the distribution of ADA spaces for on-street and municipal lots
 - 10.2.2. Review city ordinances related to parking regulations within municipal lots
 - 10.2.3. Implement placemaking improvements to public lots
 - 10.2.4. Improve and enhance lighting of parking lots and on-street parking
- 10.3. Market the location and availability of parking in a clearly understandable way
 - 10.3.1. Compare walking distance to recognizable landmarks (e.g. “one minute walk to the library”)
 - 10.3.2. Improve wayfinding signage
- 10.4. Pursue shared parking opportunities with privately-owned parking facilities
- 10.5. Increase enforcement of existing regulations with new technology (e.g. license plate scanning technology, parking apps, dynamic pricing)
- 10.6. Review time limits for on-street and off-street parking to encourage a walkshed district to ensure access to businesses
- 10.7. Implement a parking improvement district that reinvests parking revenues in downtown placemaking and infrastructure improvements

Goal 11. Improve public safety in downtown to create a space that is perceived as safe and approachable

11.1. Improve access and mobility

- 11.1.1. Implement traffic calming measures in downtown that prioritize walking, biking, and transit
- 11.1.2. Implement public infrastructure improvements that make moving through downtown safe, convenient, and comfortable for those with mobility hurdles and children (e.g. planning for 3' in height, shorter crossing distances, etc.)

11.2. Communicate emergency preparedness to the downtown community

- 11.2.1. Ensure that emergency management plans have specific strategies for downtown
- 11.2.2. Create an education plan showing what the emergency management strategies are for the downtown community and communicate it in multiple ways consistently (e.g. annual meetings with property owners public signage, etc.)

11.3. Encourage activities in downtown throughout the day

- 11.3.1. Increase the amount of and improve lighting in coordination with regular maintenance and public infrastructure or placemaking projects
- 11.3.2. Increase residential densities in downtown to encourage businesses to serve customers for longer hours to encourage activity and “eyes on the street”

11.4. Activate buildings and increase transparency in the built environment

- 11.4.1. Re-evaluate design standards to encourage more transparency (windows) on ground floors and upper floors
- 11.4.2. Coordinate with placemaking and public infrastructure projects to ensure visual connections exist between interior and exterior spaces
- 11.4.3. Support Crime Prevention Through Environmental Design training or full certification for at least one city staff member

11.5. Public safety office direct outreach

- 11.5.1. Evaluate existing staffing levels for public safety officers and increase capacity, if needed, to ensure the role is adequately supported
- 11.5.2. Consider a downtown ambassador program

11.5.3. Plan and schedule information sessions and in-person representation of public safety officers in downtown

11.5.4. Encourage foot patrolling of the downtown area so that public safety officers are integrated into the downtown community and are a visual presence

Park & Recreation

Subcommittee Summary

September 21, 2022 DRAFT

Overview

2 Meetings

Members

Zach Krage	Eric Barnard
Jeff Hyma	Mike Henderson
John Bride	Amber Buysman
Talen Rabe	Niki Ciulla
Eric Wright	Trisha Karr

Example Structure and Definitions

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

- 8.1. 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

The following are the goals and objectives from the 2018 Comprehensive Park, Open Space, and Recreation Plan. New text is identified as bold, underline text. Text to be removed is struck out.

Goal 1. Provide a connected, accessible and recognizable network of park and recreation facilities that welcomes all ages and abilities.

- 1.1. Implement components from the Complete Streets Policy & Pedestrian & Bicycle Plan.
- 1.2. Develop additional infrastructure to safely connect the community to the Park System.
- 1.3. Identify premier destinations within the community and overhaul them for accessibility and inclusiveness.
 - 1.3.1. Select a premier waterfront destination (Levee Park) to reinforce Winona's waterfront image and program and market it heavily.
 - 1.3.2. Select an iconic inland destination within Winona (Holzinger Lodge and Sugarloaf) improve, program and market it heavily.
- 1.4. Support trail accessibility through the identification of easily accessible routes that do not have steep slopes, gaps, or challenging transitions.
 - 1.4.1. Nature Trail
 - 1.4.2. Trout Stream Platform
- 1.5. Enhance user experiences and placemaking (i.e. benches, lighting, garbage cans, kiosks/signage, etc.) through the addition of user amenities that incorporate art and education.
- 1.6. Evaluate need for additional downtown park space and maintaining downtown parks and streetscapes.

- 1.7. Create comprehensive park and recreation system sign package, and site amenities and furnishings, and prepare to implement as park improvements are made.
- 1.8. Collaborate with other government agencies.
- 1.9. **Assess overall park system for equity and inclusion (add in what we mean by "equitable parks")**

Goal 2. Follow Government Environmental Regulations while being mindful of best practices.

- 2.1. Identify significant impacted waterfronts and improve water and beach quality.
- 2.2. Identify significant impacted slopes and stabilize or reroute access.
- 2.3. Incorporate environmental best practices, such as rain gardens, bio-swales, permeable pavers, and native plantings in park and facility design.
- 2.4. **Implement strategies from Waterfowl Management Plan. (Waiting for John Howard)**
- 2.5. Reduce impervious surfaces and explore turf conversion to native plantings in the design of parks and facilities.
- 2.6. Preserve and enhance natural buffers and setbacks around wetlands, rivers, ponds, reservoirs, and lakes on appropriate public lands and parks.
- 2.7. Improve water conservation and energy efficiency of facilities when renovating or constructing new.
- 2.8. Raise public awareness of the benefits and necessity of natural resources, and the City's efforts through social media, interpretation, and education programming.
- 2.9. Create a sustainable trail system based on the MN DNR Trail Planning, Design, and Development Guidelines.
- 2.10. Continue to support Healthy Lake Winona initiative.
- 2.11. ~~Provide additional education programming opportunities and informational signage with the System. Educate and inform park users through programs and updated informational signage.~~
- 2.12. Collaborate with other government agencies.
- 2.13. Preserve and enhance wildlife habitat and conservation efforts when possible.

Goal 3. Establish, collaborate, and expand partnerships with state and federal agencies, local associations, non-profits, businesses, and individuals to accomplish the parks and recreation vision.

- 3.1. Collaborate with other agencies to assess natural resource areas for recreational and conservation use.
- 3.2. Facilitate or support the outdoor recreation and user groups to provide input and contribute to park and recreation goals.
- 3.3. ~~Add a Volunteer Coordinator to the Park and Recreation Department to empower volunteers through an intentional, consistent effort to recruit, coordinate and recognize their efforts, volunteers should be utilized for park and trail maintenance, vigilance, and upkeep.~~ ~~3.4. Collaborate with non-profits and other organizations to create and produce special events and programs.~~ **Add a Volunteer Coordinator to the Park and Recreation Department to empower volunteers through an intentional, consistent effort to recruit, coordinate and recognize their efforts. Volunteers should be utilized for park services and programs.**
- 3.4. **Support and recognize volunteers to ensure continued collaboration.**

Goal 4. Communicate clearly with the community, visitors and system partners.

- 4.1. Overhaul the Park and Recreation website.
- 4.2. Create comprehensive park and recreation system sign package, and prepare to implement as park improvements are made.
- 4.3. Improve maps and wayfinding to identify loops, distances, and destinations.
- 4.4. Collaborate and expand on promotion of Winona parks and programming for tourism, quality of life and economic development.
- 4.5. Develop and create a marketing plan for parks and recreation.
- 4.6. ~~Explore a consolidated information source for all programming opportunities within the community (and region). Provide continual, up-to-date communication on services and programs to the community resource hub.~~
- 4.7. Establish a process for public engagement in the parks and recreation system.
- 4.8. **Provide opportunities for transparency in projects and decision-making processes.**

Goal 5. Improve the quality of experiences within the parks and recreation system as facilities are scheduled for improvement.

- 5.1. Prepare mini master plans for parks before new facilities are added or when significant renovations of existing facilities are planned, where applicable.
- 5.2. Incorporate permanent restrooms at prominent, highly-used parks and facilities. In other locations use fencing and screening to improve aesthetics of portable restrooms at parks, where applicable.
- 5.3. Incorporate new playground equipment, resurfaced hard courts, and more (and more comfortable) park benches and picnic tables, where applicable.
- 5.4. Provide more social and flexible spaces for all ages throughout the system, where applicable.
- 5.5. Evaluate parks for social interaction opportunities and the potential for consolidation to create flexible multi-use spaces, where applicable.
- 5.6. Evaluate current amenities and incorporate elements to promote year-round use, where applicable.
- 5.7. Enhance user experiences and placemaking (i.e. benches, lighting, garbage cans, kiosks/signage, etc.) through the addition of user amenities that incorporate art and education.
- 5.8. Encourage participation by neighborhoods, community groups, and local artists in the planning for and development of park and recreation facilities.
- 5.9. Incorporate public art within the system.
- 5.10. Identify locations for unique features or improvements to avoid a system of “cookie cutter” parks.

Goal 6. Maintain and collect data about the park and recreation system to ensure assets are well managed and decisions well-informed.

- 6.1. Confirm and verify park boundaries and legal descriptions for each park to ensure park assets are documented and clear.
- 6.2. Allocate park improvements into a long-term capital improvement plan and use a maintenance and replacement schedule to keep parks facilities up to date.
- 6.3. Ensure equity across the park and recreation system by determining a system level of service (LoS) and budget, schedule and hire staff to support the LoS.
- 6.4. Work with other City departments to create a comprehensive maintenance plan and consolidate City maintenance services.
- 6.5. Review user agreement strategy and improve as warranted.

- 6.6. Identify data needed to make informed decisions and methods for collecting the data.
- 6.7. ~~Include engagement options or a toolbox for engagement strategies (within this plan).~~
Include public engagement options or a toolbox for engagement strategies (within this plan).
- 6.8. Support staff in the development and implementation of the engagement plan.
- 6.9. Develop data collection of participation and economic impact on park facilities and amenities.
- 6.10. Identify and manage sustainable funding sources, partnerships and efficiencies.

Goal 7. Update the park dedication policy to ensure land is suitable for recreation or fee is adequate.

- 7.1. Pursue all funding opportunities.
- 7.2. Explore gift-giving policy and communicate to entities in Goal 4.
 - 7.2.1 Encourage property owners interested in donating or granting conservation easements on their land.
- 7.3. ~~Support the creation of a non-profit parks and recreation foundation, or create an alliance with existing group(s) to this end.~~
Develop gift-giving and Donor policy and communicate to entities in Goal 4.
 - 1.3.1 Explore the creation of a non-profit to help facilitate future arts programming.
- 7.4. Utilize the parks assets to capitalize on opportunities to generate revenue.
- 7.5. ~~Research and gather data on similar communities and impact related to tax.~~
Research and gather data on similar communities and impact related to sales tax.

Goal 8. Ensure a quality series of programs that are available to all.

- 8.1. Continue to provide and increase scholarship opportunities and funds.
 - 8.1.1 **Increase scholarship opportunity promotion and review the procedure for scholarship application.**
- 8.2. ~~Establish a formal review and evaluation process for all programming.~~
Establish a formal and regular review and evaluation process for all programming, parks, and services.
- 8.3. Evaluate agreements with other agencies to ensure a balanced benefit.
- 8.4. Renew and build relationships with existing providers.
- 8.5. Allocate programming assistance funds into an operating budget.
- 8.6. Annually assess program pricing structure.

Environment & Sustainability

Subcommittee Summary

September 21, 2022 DRAFT

Overview

2 Meetings

Members

Paul Schmitt	Paul Schollmeier
Dan Hall	Jeff Dick
Rich Anthony	Nicole Schlau
Anne Conway	Neal Mundahl

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

Energy Goals

Goal 1. Increase uptake of clean renewable energy.

Goal 2. Maximize energy efficiency and conservation measures through all sectors.

Goal 3. Align actions to achieve City wide net zero by 2050 goal.

Energy Strategies

1. Lead by example as a city by reducing energy consumption, making our municipal buildings energy efficient, and subscribing to renewable energy options where possible.
2. Assist energy burdened community members in lowering energy bills.
3. Employ direct outreach to the business community to help energy savings and renewable energy adoption measures.
4. Engage the community around available programs and grants that will assist energy conservation, efficiency and renewable energy adoption.
5. Evaluate and reimagine policies that make both energy efficiency and renewable energy adoption more accessible.

Transportation Goals

- Goal 1. Winona residents and visitors are able to get around town via the mode of transportation of their choice. Points of interest are connected via transit or trail networks.**
- Goal 2. Those with limited mobility or transportation options are included in transportation decision making.**
- Goal 3. More energy efficient forms of transportation are promoted and used whenever possible.**
- Goal 4. Reduce city's dependence on automobiles / create equality of opportunities for other modes of transportation.**

Transportation Strategies

1. Make improvements to all public transportation through partnerships with state organizations, neighboring communities, and residents.
2. Balance transportation needs with recreational areas and the environment through efficiencies, route evaluations, and limiting pollutants on the roads.
3. Encourage walking and biking transportation options through infrastructure and incentives.
4. Expand electric vehicle adoption and accessibility.

Water Goals

- Goal 1. Work to ensure sustainable use of aquifers.**
- Goal 2. Protect water quality and aquatic resources such as streams, rivers, lakes, springs, seeps and wetlands to maintain the integrity of the natural environment.**

Water Strategies

1. Protect our groundwater aquifers and drinking water from overuse and pollutants through reduction of use measures and protection of source waters.
2. Implement water saving fixtures at all City buildings.
3. Clarify water bill to be more understandable and consider tiering pricing structures.
4. Use native landscaping techniques where needed, and educate on the value of water smart plantings.
5. Protect surface waters from pollutants carried in stormwater runoff by implementing best practices for infiltration of stormwater, restoring lakeshores, and reducing impervious surfaces. Provide public education on runoff impacts.

6. Budget to implement and maintain best management practices each year.
7. Coordinate efforts with local partners, including meeting WinLac One Watershed, One Plan objectives.
8. Work to minimize the use of de-icing chemicals, and monitor chloride levels in water bodies receiving chloride runoff.

Waste Reduction Value Statements

- **Follow the reduce > reuse >recycle hierarchy to minimize waste for residential, institutional and commercial users**
- **Options for management of organic waste will become more available**

Water Reduction Strategies

1. Strengthen the recycling programs with support, outreach, and increased ease.
2. Improve disposal and reduce waste production with fee structures and incentives.
3. Explore and implement an organics recycling program or campaign.
4. Reduce construction waste and implement reuse initiatives.

Overview

2 Meetings

Members

Joy Davis Ripleydq	Ben Strand
Dylan Hilliker	Jamie Schwaba
Carrie Frederich	Sarah Johnson
Sharon Mansur	Margaret Shaw Johnson
Aaron Young	

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

Note: The strategies for these goals and objectives are in the City's Arts and Culture Plan

Goal 1. Enhance City support systems for Winona's creative life

- 1.1. Refocus the City's leadership role from direct programming to service, support, and leadership of the community's efforts.
- 1.2. Rebuild the Fine Arts Commission as the Creative Winona Commission with updated mission, qualifications, role and membership.
- 1.3. Establish an inaugural citywide Public Art Program.
- 1.4. Develop a long-term public art master plan.
- 1.5. Create an equitable, transparent arts grants program open to all Winona nonprofit arts and cultural organizations and artists.
- 1.6. Expand the Creative Laureate program to have one or more artists work within City departments on collaborative projects.
- 1.7. Refocus the City Arts Office as the Office of Arts, Culture and Creative Economy
- 1.8. Re-establish City Arts and Culture coordinator position to staff the Office of Arts, Culture & Creative Economy.

- 1.9. Task the Office of Arts, Culture & Creative Economy staff with implementation of the Comprehensive Arts and Culture Plan, with advice and support provided by the Creative Winona Commission.
- 1.10. Develop funding streams for Arts & Culture and for implementation of the Comprehensive Arts and Culture Plan.
- 1.11. Identify and work to eliminate or alleviate barriers to creative endeavors in the city.

Goal 2. Promote and grow Winona's creative economy

- 2.1. Increase Winona's capacity to attract and retain creative talent.
- 2.2. Develop an arts and culture strategy to position Winona to attract all age groups, from college students through to retirees, to live and work in Winona.
- 2.3. Support growth in Winona's culinary sector.
- 2.4. Continue to promote arts and culture as an important asset for Winona
- 2.5. Expand arts education and lifelong learning opportunities
- 2.6. Provide accountability in implementation of the Arts & Culture plan

Goal 3. Support inclusive creativity for all residents and visitors

- 3.1. Collaborate with the creative community to develop and ensure inclusive new activities for all Winonans.
- 3.2. Partner with the community to develop and implement year-round arts and cultural programming
- 3.3. Develop a communitywide cultural equity and inclusion initiative
- 3.4. Incentivize cross-over activities for creative and outdoor recreation

Goal 4. Expand access (physical and financial) to creative sector facilities and spaces

- 4.1. Complete the former Masonic Temple project as a multidisciplinary performing and visual arts center.
- 4.2. Inventory and make available existing public spaces for creative activities.
- 4.3. Develop live/work spaces for artists and creative, including mixed use projects.
- 4.4. Develop a Creative Space Program to incentivize new facilities, spaces, and places