

**Winona Comprehensive Plan Update  
Steering Committee Meeting  
Thursday, October 27, 2022  
11:00 a.m. to 1:00 p.m.  
City Council Chambers (*Zoom Option Available*)**

**AGENDA**

**1) Review Revised Draft Goals and Objectives**

**2) Revisit Draft Land Use Map**

**3) Next Steps**

- a) Steering Committee and Subcommittee Social Gathering (October 28, 2022)
  - i) Peter's Biergarten 5:00pm-6:00pm
- b) Preparation of 1<sup>st</sup> Draft of Comprehensive Plan Update (November)
- c) Community Review of 1<sup>st</sup> Draft of Comprehensive Plan Update (November-January)
- d) Steering Committee Review of Public Response (Tentatively Late January)

**Attachments:**

- Draft Goals and Objectives Omnibus
  - Table of Contents
    - Memorandum from HKGi pg. 2
    - Housing & Neighborhoods pg. 5
    - Land Use pg. 10
    - Economic Development pg. 14
    - Heritage Preservation pg. 17
    - Transportation pg. 24
    - Accessible Government pg. 34
    - Arts & Culture pg. 38
    - Community Services & Institutions pg. 40
    - Downtown & Riverfront pg. 43
    - Environment & Sustainability pg. 50
    - Parks & Recreation pg. 54
    - Transformative Projects pg. 59

## MEMORANDUM

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**TO:** Winona CPU Steering Committee  
**FROM:** Jeff Miller and Rita Trapp, HKGi  
**DATE:** October 27, 2022  
**RE:** Draft Comprehensive Plan Goals, Objectives, and Strategies

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### Developing the Draft Goals, Objectives, and Strategies

Each of the subcommittees for the 12 key topics of the 2045 Comprehensive Plan convened several times over the summer and early fall to identify draft goals, objectives, and strategies. In September and October, the subcommittees presented their suggested goals, objectives, and strategies to the CPU Steering Committee. Subsequently, the Steering Committee has met twice to discuss the suggested goals, objectives, and strategies and provide their input. City staff and the project consultants have now completed a review of the Subcommittees' suggestions across all topics to identify any needed reorganization, rewording, and/or reformatting to improve the clarity and organization of the goals, objectives, and strategies. The draft goals, objectives, and strategies for all 12 topics are attached. Following is a brief overview of changes in general and by key topic:

#### General

- Formatting was cleaned up to align with a consistent numbering format:
  - Goals 1, 2, ...
  - Objectives 1.1, 1.2, ...
  - Strategies 1.1.1, 1.1.2, ...
- Rewording of many goals as statements of a desired outcome rather than statements beginning with an action word. The Subcommittees' versions consisted of a mix between the two types of goal language. The only exceptions to this change are the following topics because these goals came directly from recent plans focused on these topics:
  - Arts & Culture
  - Environment & Sustainability
  - Parks & Recreation
- Reorganizing of goals, objectives, and strategies to reduce redundancy, combine similar ideas, and increase clarity.

## *Memorandum – 2045 Comprehensive Plan Update – October 27, 2022*

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The five following topics have had the most substantial changes.

### **Housing & Neighborhoods**

- Subcommittee version had many objectives, but no strategies
- Redundancies among goals and objectives
- Consolidation of goals
- Reorganization of objectives and strategies

### **Land Use**

- Rewording of goals
- Clarification of growth types - infill development, redevelopment, and edge
- Revisions to increase consistency of language
- Reorganization of objectives and strategies

### **Economic Development**

- Consolidation of goals
- Rewording of some goals
- Reorganization of objectives and strategies
- Some summary information and objectives/strategies relocated outside of goals, objectives, strategies to the topic introduction/context section

### **Heritage Preservation**

- Consolidation of goals
- Reorganization of objectives and strategies

### **Transportation**

- Consolidation of goals
- Reorganization of objectives and strategies
- Revisions to increase consistency of language
- Reorganization of objectives and strategies

The following topics have not been substantially changed; there was some rewording and reformatting.

- Accessible Government
- Community Services & Institutions
- Downtown & Riverfront
- Transformative Projects

*Memorandum – 2045 Comprehensive Plan Update – October 27, 2022*

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No changes have been made to the goals for the following topics; there was some rewording and reformatting only.

- Arts & Culture
- Environment & Sustainability
- Parks & Recreation

In preparation for the October 27<sup>th</sup> Steering Committee meeting, please focus your review on the five chapters with the substantial changes identified above.

# Housing & Neighborhoods

## Goals, Objectives, and Strategies - Revised Draft

October 21, 2022 DRAFT

### Goals, Objectives, and Strategies

#### Goal 1. Balanced Housing Supply

- 1.1. Establish initiatives to construct and rehabilitate a broad mix of housing types that are attainable to all income levels.
  - 1.1.1. Utilize the initiatives and resources outlined in the City of Winona Housing Task Force Recommendations, as adopted by the City Council in 2017.
- 1.2. Allow increased housing density while maintaining neighborhood character.
  - 1.2.1. Allow the integration of owner-occupied duplexes and triplexes into our neighborhoods, as this is consistent with Winona's historical development pattern.
  - 1.2.2. Allow the development of new housing choices and increased density that address the needs of Winona's changing housing needs (ADUs, tiny homes, co-op housing, homelessness, supportive and transitional housing)
  - 1.2.3. Encourage private and public investments into Winona's existing housing stock to enable home modifications and increased density that address changing market conditions and community housing needs.

#### Goal 2. Mixed Income Neighborhoods that Reduce Economic and Racial Segregation

- 2.1. Distribute and integrate subsidized housing options throughout the city.
  - 2.1.1. Encourage new subsidized and supportive homes to be developed as 'scattered sites' as opposed to large concentrated low-income housing areas.
  - 2.1.2. Promote the creation of mixed-income neighborhoods when existing commercial and industrial sites are redeveloped with housing.
  - 2.1.3. Encourage new housing developments with 5 or more units to accept Housing Choice Vouchers.
  - 2.1.4. Provide incentives for new market rate rentals to include a percentage of income-based units.
  - 2.1.5. Establish policies that promote diversity, equity, inclusion, and housing opportunities for all residents.

#### Goal 3. Expanded Housing Choices

- 3.1. Evaluate under-utilized buildings and sites in developed areas for potential housing development.

- 3.1.1. Prioritize infill development and redevelopment efforts for increasing housing choices (ADUs, move-up homes, single family homes, duplexes, triplexes, artist live/work space) not currently available in Winona.
- 3.1.2. Support the development of medium to high density housing types near commercial nodes and activity centers.
- 3.1.3. Encourage new housing development in and near downtown, near commercial corridors and activity centers, and along the river.
- 3.1.4. Consider allowing new residential in existing commercial and industrial areas where surrounding uses are compatible.
- 3.1.5. Promote the reuse and renovation of existing buildings for housing development.
- 3.1.6. Inventory vacant or abandon homes and assist moving them onto the market.
- 3.1.7. Support the designation of the four blocks east of Main Street as a “WSU and City Partnership” area.
- 3.2. Expand the housing types allowed in residential zoning districts.
  - 3.2.1. Consider allowing apartment buildings (without requiring non-residential uses on the first floor) in the Mixed-Use Downtown Core zoning district outside of the central retail/commercial area of downtown.
  - 3.2.2. Evaluate amending zoning in commercial and light manufacturing zoning areas to allow for new residential homes.
  - 3.2.3. From time-to-time, staff to evaluate Winona’s development patterns and housing needs/market to update land use designations on the comprehensive plan’s future land use map when appropriate.
  - 3.2.4. Evaluate the area around WSU’s Campus related to rental housing; when a particular block is comprised of 60% or more of non-owner-occupied rentals, consider allowing for the remaining homes to become rental certified.
- 3.3. Increase flexibility of residential standards to eliminate development barriers.
  - 3.3.1. 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.
  - 3.3.2. Re-evaluate development regulations to provide greater development flexibility for single family homeowners.
  - 3.3.3. Evaluate parking minimums—allow developers to prove the amount the amount of parking their housing product needs by conducting a parking/market analysis.
  - 3.3.4. 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.

- 3.4. Provide financial, technical, and communication resources for the development of a variety of homes that are attainable to all income levels—from those on a fixed income to executive housing.
  - 3.4.1. 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.
  - 3.4.2. Consider creating a Land Trust.
  - 3.4.3. Support the use of universal design principles to allow for accessibility, by encouraging construction of barrier free, single-level homes.
  - 3.4.4. 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.
  - 3.4.5. Promote development of both owner-occupied and rental housing options.
  - 3.4.6. Consider establishing a program to purchase land for the development of homes in the city core.
  - 3.4.7. Partner with secondary and post-secondary institutions to increase the construction field workforce and reduce development costs.
  - 3.4.8. Invest and expand city staff to be able to inform and educate the public of upcoming/planned housing development and programs. Create educational campaigns about local resources and provide valuable information.

#### **Goal 4. Preservation of the Quality, Safety, and Character of Existing Homes and Neighborhoods**

- 4.1. Enhance the appearance, livability and safety of neighborhoods.
  - 4.1.1. Proactively enforce the City of Winona’s existing home and yard maintenance, including single and multifamily homes through building codes and other city regulations to ensure the safety of homes, while providing potential access to financial assistance and supportive services.
  - 4.1.2. Encourage households to have home energy audits performed.
  - 4.1.3. Promote green building standards, building science principles, and low-impact development technologies to minimize storm water runoff and improve energy efficiency.
  - 4.1.4. Encourage historic preservation and appropriate rehabilitation of historic buildings for housing and complementary uses.
- 4.2. Encourage partnerships to enrich neighborhoods and the community.
  - 4.2.1. Strengthen partnerships with developers, nonprofits, banks, and others to create and preserve affordable homes.

- 4.2.2. Encourage the organization of neighborhood groups to support neighborhood livability.
- 4.2.3. Continue to provide educational information and resources to property owners about home maintenance and repair and renovation assistance programs.
- 4.2.4. 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.
- 4.2.5. Proactively evaluate funding sources and provide incentives to preserve the integrity and character of homes through rehabilitation.
- 4.2.6. Promote safe neighborhoods that are easy to move around in without an automobile.

## **Goal 5. Housing for Underserved Populations**

- 5.1. Foster support programs.
  - 5.1.1. Identify and promote resources to allow residents to age-in-place.
  - 5.1.2. Continue working with Winona County and local non-profits to create homes affordable to low-to-moderate income households.
  - 5.1.3. Encourage the City to adopt policies addressing homelessness and through community partnerships provide strategies to transition those that are unsheltered to services and stable housing.
  - 5.1.4. Partner with local resources/institutions to investigate, analyze, and identify local housing needs and to implement strategies to address the housing needs of all residents — those in need of emergency, transitional, and supportive housing to artist and workforce housing to executive housing to senior and assisted housing.
  - 5.1.5. Encourage the construction of homes affordable to those earning \$20,000 annually, as this is the largest housing cost-burdened sector of the population.
  - 5.1.6. Expand the existing tax forfeited model to include other local nonprofits who in turn will offer safe and stable supportive and transitional homes.
  - 5.1.7. Provide incentives, education, and support to local landlords to utilize Housing Choice vouchers.
- 5.2. Consider developing an Affordable Housing Plan to ensure residents of all socioeconomic status have access to an affordable home and support services.
- 5.3. Evaluate providing public transit options close to housing, employment, and services to lessen the hardships that cost burdened households endure.



- 5.4. Encourage the creation of a Community Based Services position to assist senior, disabled, and low-income households to access supportive services and resources needed to maintain their homes.
- 5.5. Inventory Natural Occurring Affordable Homes (NOAH) and housing preservation strategies.
- 5.6. Through partnerships, establish new and enrich existing programming/resources to allow seniors to age-in place, along with providing supportive services through Winona County and Hiawatha Mental Health to address mental health and hoarding, etc.

## **Goal 6. Opportunities for First-time Homebuyers**

- 6.1. Support financing programs and education for first-time homebuyers.
  - 6.1.1. Continue to partner with resources to provide educational classes for first-time homebuyers.
  - 6.1.2. 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.
  - 6.1.3. Continue to support in first-time buyer financing programs while encouraging local lenders to participate in first-time homebuyer financing programs, providing down payment and closing cost assistance.
  - 6.1.4. Encourage businesses to create an Employer Assisted Housing Program.
  - 6.1.5. Consider creating partnerships to establish a Housing Land Trust.
  - 6.1.6. Evaluate creating of a Local Housing Trust Fund (LHTF).
- 6.2. Promote initiatives to increase the housing supply for first-time homebuyers.
  - 6.2.1. Encourage the construction of 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.
  - 6.2.2. 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.

# Land Use

## Goals, Objectives, and Strategies - Revised Draft

October 21, 2022 DRAFT

### Goals, Objectives, and Strategies

#### Goal 1. Expanded Growth Opportunities Through Infill Development and Redevelopment

- 1.1. Facilitate infill development of existing vacant or undeveloped parcels.
  - 1.1.1. Rezone and remove regulatory barriers to development for identified vacant or undeveloped parcels to zoning districts supporting the Comprehensive Plan's guidance.
  - 1.1.2. Remediate contamination on brownfield sites in preparation for private development or public/private partnerships.
  - 1.1.3. Analyze land use at the airport to support needs in the community, including industrial land use, potential reallocation for other uses, needed mitigation for reuse
  - 1.1.4. Examine potential locations for wetland replacement that facilitates infill development and redevelopment.
- 1.2. Facilitate redevelopment of existing underutilized properties and buildings to achieve more efficient land uses and new development types.
  - 1.2.1. Identify underutilized parcels within city boundaries for potential redevelopment.
  - 1.2.2. Adjust zoning regulations to allow more flexibility in use of properties.
  - 1.2.3. Examine the potential for non-residential 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.

#### Goal 2. Flexible Residential Development

- 2.1. Reduce the number of zoning variances needed for new development.
  - 2.1.1. Adjust lot size and frontage zoning requirements in traditional neighborhoods 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 traditional neighborhoods.
  - 2.1.3. Relax standards for accessory dwelling units, including maximum height allowed.
- 2.2. Expand residential uses in zoning districts.
  - 2.2.1. Add residential as an allowed use in the I-1 district.
  - 2.2.2. Add more residential options for commercial districts.

- 2.2.3. Allow owner-occupied duplexes within existing structures or with small expansions for existing parcels in the bluff neighborhoods.
- 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. Edge Growth Through Efficient Use of Land and Public Utilities**

- 3.1. Examine edge areas adjacent to existing public utilities for suitability and capacity for residential, commercial, and industrial development.
  - 3.1.1. Prioritize and phase new development in proximity to existing public utilities.
- 3.2. Facilitate contiguous and phased development of new residential neighborhoods.
  - 3.2.1. Examine Bluffland zoning regulations pertaining to slopes, setbacks, and other elements to enhance potentially developable land in blufftop areas outside of the Mississippi River Valley viewshed.
  - 3.2.2. Allow bluffland areas with public trails to satisfy parkland dedication requirements. Public trails must meet bluffland requirements for construction.
  - 3.2.3. Examine new technology for handling stormwater and waste water to facilitate development while considering potential environmental effects.
  - 3.2.4. Examine options for assessment of utility connection fees to reduce upfront costs to developers.
- 3.3. Extend trunk mains following study of operational and fiscal impacts to City of Winona. Study shall include the following:
  - 3.3.1. The costs of extension and long-term maintenance of utility extensions
  - 3.3.2. Impacts to the costs and level of service for police, fire, emergency response, and the transportation system.
  - 3.3.3. Economic impacts to local jurisdictions for development of new land.
- 3.4. Extend trunk mains following study of the proposed land for future development. Study shall include the following
  - 3.4.1. Impacts to prime agricultural land
  - 3.4.2. Impacts of new development to sensitive natural resources
  - 3.4.3. Potential limitations to development of new land such as Karst topography, soils, and depth to bedrock.

### **Goal 4. Neighborhood Character Preservation with Infill Development and Redevelopment**

- 4.1. Provide transitions between disparate land use designations.

- 4.1.1. Enact appropriate zoning regulations to provide for a buffer between uses of different intensities.
- 4.1.2. Allow new development or the addition of new housing units as “permitted with standards” in the zoning code. To help maintain neighborhood character while accommodating change, establish development standards to permit uses by right rather than requiring a variance.
- 4.1.3. Examine limited exterior design standards for new uses or remodels that substantially change building facades.

## **Goal 5. Complete Neighborhoods**

- 5.1. Allow small-scale commercial uses in the traditional neighborhoods.
  - 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 uses to ensure compatibility with adjacent homes.
  - 5.1.3. Rezone the area around the Amtrak Station for mixed use development and remove regulatory barriers to housing development and commercial investment.
- 5.2. Allow small-scale commercial uses in appropriate bluff neighborhoods.
  - 5.2.1. Permit small-scale commercial uses in high traffic areas such as State and County Highway corridors and at entrances to neighborhoods.
  - 5.2.2. Prioritize corner lots for commercial and mixed use uses in neighborhoods and allow as “permitted with standards.”
- 5.3. Allow 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. Allow a variety of housing types in new residential subdivisions.
  - 5.3.5. Relax lot dimension and lot siting standards where adjoining different zoning districts.
- 5.4. Encourage ownership options for multi-unit residential buildings.
  - 5.4.1. Explore models for ownership of housing units within 2-4 unit buildings.

- 5.4.2. Explore models for ownership of housing units within 5+ unit buildings.

## **Goal 6. Preserved and Enhanced Recreation and Natural Resource Areas**

- 6.1. Improve access for all neighborhoods to existing recreation and natural resource areas.
  - 6.1.1. Enact strategies of the Park and Recreation Master Plan.
  - 6.1.2. Enact strategies of the Bluffs Traverse Conservation and Recreation Area Master Plan.
- 6.2. Balance the distribution of recreational resources across all neighborhoods.
- 6.3. Consider changes to existing recreation and natural resource areas to allow better management of the overall system.
  - 6.3.1. Identify changes to landscapes which reduce regular City maintenance needs while retaining important characteristics of recreation and natural resource areas.
  - 6.3.2. Continue to partner with other organizations or groups to assist in maintaining and enhancing recreation and natural resource areas.
  - 6.3.3. Enact strategies of the Winona Sustainability Plan.
- 6.4. Add new uses to existing recreation and natural resource 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 cluster development to preserve important natural resources and unique characteristics of the land.
  - 6.5.1. Encourage conservation design for new residential subdivisions.

# Economic Development

## Goals, Objectives, and Strategies - Revised Draft

October 21, 2022 DRAFT

## Goals, Objectives, and Strategies

### Goal 1. Market Winona to the World

- 1.1. Emphasize the quality of life related to natural beauty, safety, arts and culture, and recreation, etc.
- 1.2. Emphasize affordable living available in Winona.
- 1.3. Present the message at a high-level using images that invoke joyful emotions which depict Winona as a welcoming, safe and friendly community with many amenities.
- 1.4. Create working group comprised of the City, Visit Winona, the Winona Chamber, the universities, and representatives from businesses, workforce, arts and culture, non-profits, healthcare, and community organizations that will.
  - 1.4.1. Interview the company that prepared the messaging for Eau Claire, WI.
  - 1.4.2. Identify target markets (businesses, visitors, residents, etc.) and a unified message for each.
  - 1.4.3. Reach consensus on desired marketing platform(s).
  - 1.4.4. Create marketing plan, including identifying financial partnership structure and lead implementation entities.
  - 1.4.5. Implement marketing plan.
  - 1.4.6. Evaluate impact of marketing and reach consensus on any needed modifications.

### Goal 2. Strong Business Climate

- 2.1. Provide a strong business culture for a diversity of businesses, including entrepreneurs, to start, thrive, and grow.
  - 2.1.1. Identify what are the barriers and needs for retaining and growing existing businesses (i.e. are housing/workforce, etc.), including whether barriers and/or needs are different by type of business.
  - 2.1.2. Identify priority business types that provide competitive wages and benefits.
  - 2.1.3. Identify entrepreneurs, including those marginalized populations that are often undiscovered.
  - 2.1.4. Work with the “Partners” (public and private entities) to address barriers confronting start-up or expanding businesses, including the following:
    - Develop a plan to alleviate those barriers, address needs, and recruit targeted business.
    - Compile and promote resources to help promote the business start-up process.
    - Connect community resources with businesses in need of support.

- 2.1.5. Explore potential community incentives for businesses to retain and expand the workforce.
- 2.1.6. Collaborate with marketing efforts to provide a “hot button” for a business to get answers to “Frequently Asked Questions” (FAQ) and contact numbers for resources.

### **Goal 3. Development and Redevelopment**

- 3.1. Support the highest and best sustainable use of the limited land area.
  - 3.1.1. Promote growth in areas that allow for the protection of the natural areas, bluffs, and water resources.
  - 3.1.2. Identify and promote opportunities for redevelopment where public investment has already occurred.
- 3.2. Continue the momentum from Opportunity Winona.
  - 3.2.1. Review projects through the lens of 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 a Vibrant, Accessible, Clean, and Safe Winona
- 3.3. Continue to advance long term public use and access to the Mississippi riverfront; it is Winona’s front porch.
  - 3.3.1. Increase the investment needed to reactivate the riverfront.
  - 3.3.2. Increase public access to docking and public amenities (restrooms, restaurants, and access to downtown, etc.).
  - 3.3.3. Increase signage (in multiple languages) of these amenities.

### **Goal 4. State of the Art Technology**

- 4.1. Assure access to state-of-the-art information technology throughout Winona and ensure its ability to meet the ever-changing needs of communication.
  - 4.1.1. Incorporate technology integration systems and infrastructure 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.).
  - 4.1.2. Develop and provide residents and businesses access to a truly accurate internet speed map to identify potential deficiencies which must be improved. The map would be part of the toolbox to recruit new businesses and residents; especially remote workers.
  - 4.1.3. Identify and create space to develop free Information Technology hub locations

- 4.1.4. Utilize technology to access data-driven demographics on the incoming and outgoing of Winona populations.
- 4.2. Support investments in technology to support sustainability.
  - 4.2.1. Access and utilize funding for developing EV Charging stations.

#### **Goal 5. Quality Recreational and Cultural Amenities**

- 5.1. Provide cultural, recreational, and outdoor amenities that attract businesses, residents, and tourists.
  - 5.1.1. Invest in and promote a higher level of well-designed cultural, recreational and outdoor spaces.
  - 5.1.2. Support the efforts in Winona to increase opportunities and excitement to use outdoor recreational areas.
  - 5.1.3. Explore and collaborate with community partners on unique Winona attractions for each of the four seasons.
  - 5.1.4. Explore downtown areas and the Mississippi riverfront for additional recreational opportunities.
  - 5.1.5. Complete the second phase of Levee Park and levee improvements.



# Heritage Preservation

## Goals, Objectives, and Strategies - Revised Draft

October 21, 2022 DRAFT

### Goals, Objectives, and Strategies

#### Goal 1. Improve awareness and visibility of locally and nationally designated historic districts and sites

- 1.1. Create online storymaps and GIS maps that can easily be shared digitally
  - 1.1.1. Require GIS information and files for future updated or new surveys
  - 1.1.2. Include storymaps as a part of the Heritage Preservation Commission's communications plan
- 1.2. Implement a strategic communications plan for the heritage of Winona
  - 1.2.1. 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
  - 1.2.2. Implement the City of Winona's branding standards for heritage communications
  - 1.2.3. Develop and implement a comprehensive communication plan for the heritage of Winona
  - 1.2.4. Incorporate underrepresented groups'/populations' histories in the documentation created in the communications plan
- 1.3. Incorporate placemaking and streetscaping into public infrastructure investments to create a sense of place in Winona's heritage districts
  - 1.3.1. Develop a comprehensive signage plan for Winona's historic districts and sites
  - 1.3.2. Create an historic district and site standard for interpretive signage and points of interest under a unified signage/streetscape plan for Winona
  - 1.3.3. Incorporate signage as part of the annual budget request from the appropriate department budget for the City of Winona
  - 1.3.4. Develop a street design manual that clearly develops a process for the inclusion of holistic placemaking elements in regular street improvements
  - 1.3.5. 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
  - 1.3.6. Incorporate signage into missing locations. Develop a standard to show "what used to be here" and "who used to be here" in vacant parcels, parks, and other interpretive locations

- 1.4. Direct mail from the city to explain eligibility and steps for nomination
  - 1.4.1. 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
  - 1.4.2. The Winona HPC shall update its priority list to reflect interest from local property owners in potential local designation
- 1.5. Direct mail to explain pros and cons of nomination to the NRHP and local designation
  - 1.5.1. 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
  - 1.5.2. The Winona HPC shall update its priority list to reflect interest from local property owners in potential local designation

## **Goal 2. Increase tools for historic property reinvestment**

- 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
- 2.5. Facilitate easier access to financial incentive programs

- 2.5.1. Recycle Downtown Revolving Loan Fund's existing monies to a new organization unburdened by Community Development Block Grant requirements
- 2.6. Develop more local financial incentive programs with local funding and less federal or state oversight
  - 2.6.1. Create a new local investment fund that can be accessed by heritage properties for reinvestment unburdened by Community Development block Grant requirements
  - 2.6.2. Create local tax incentive programs for reinvestment in historic properties
  - 2.6.3. Create or explore a downtown reinvestment fund using new funding streams (i.e. parking improvement district)
- 2.7. Communicate the financial incentives that exist in a clearly understood, consistent manner
  - 2.7.1. Implement the strategic communications plan and the Financial Incentives, Education, and Outreach plan
  - 2.7.2. Solicit feedback on the ease of use and access on an annual basis
- 2.8. Prepare and implement a financial incentives, education, and outreach plan for historic property owners and tenants
  - 2.8.1. Solicit feedback on the program on an annual basis
  - 2.8.2. Augment the financial incentives, education, and outreach plan to complement the strategic communications plan
- 2.9. Create a direct outreach campaign to new historic property owners and tenants
- 2.10. Advocate for programs at the county, state, and federal level for financial incentives

### **Goal 3. Expand the current knowledge of Winona's history**

- 3.1. Review and update the existing historic context studies of Winona
  - 3.1.1. Develop a post-WWII context survey for Winona
  - 3.1.2. Develop a context survey for underrepresented peoples in Winona
  - 3.1.3. Implement updated historic surveys for Winona either citywide or by subsection of the City
- 3.2. Create and adopt new historic context studies of Winona for development post-WWII and for indigenous communities in Winona or other underrepresented groups
- 3.3. Prepare updated surveys for Winona (last done in 1991-1993) as required by CLG standards

- 3.4. The City of Winona's HPC shall maintain a list of priority projects and properties for designation
  - 3.4.1. The Winona HPC shall review this list annually
  - 3.4.2. The Winona HPC shall use this list to submit its budget request to the Winona City Council and support grant applications
- 3.5. The City of Winona should seek to develop two eligibility determinations or nominations on an annual basis through the priority projects list
  - 3.5.1. The Winona HPC shall submit two projects annually in its budget request to the Winona City Council
  - 3.5.2. The Winona HPC shall apply for internal and external funding based on the priority projects list
- 3.6. Nominations for local designation should be balanced with local financial incentives
  - 3.6.1. Implementation of the Financial Incentives, Education, and Outreach plan and updated local funding options should be developed, reviewed, and implemented concurrently with local designations
  - 3.6.2. The strategic communications plan shall include additional financial incentive outreach to locally designated property owners
- 3.7. Nominations for local designation should be prioritized for those districts and properties with an interest in local designation
  - 3.7.1. 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
  - 3.7.2. The Winona HPC shall update its priority list to reflect interest from local property owners in potential local designation

#### **Goal 4. Encourage infill in the downtown historic districts and other parts of the city**

- 4.1. Incentivize new infill to complement historic districts
  - 4.1.1. Create tax incentives for reinvestment in historic properties
  - 4.1.2. Re-assess existing Design Standards in the Unified Development Code and the Downtown Design Guidelines for cohesion and complementary standards
  - 4.1.3. Relax and remove zoning regulations that prohibit reinvestment in historic properties (i.e. site dimension standards, lot area standards, parking requirements)
- 4.2. Explore tax incentives/new tax formats (Land Value Tax, Vacancy Tax, tax breaks, etc.)
  - 4.2.1. Create local tax incentives for reinvestment in historic properties

- 4.2.2. Advocate for county, state, and federal tax incentives for reinvestment in historic properties
- 4.3. Explore zoning incentives and changes
  - 4.3.1. Re-assess Design Standards in the Unified Development Code and the Downtown Design Guidelines for cohesion and complementary standards
  - 4.3.2. Consider codification of historic design guidelines where feasible (i.e. signage requirements) in the Unified Development Code
  - 4.3.3. Relax and remove zoning regulations that prohibit reinvestment in historic properties (i.e. site dimension standards, lot area standards, parking requirements)
- 4.4. Identify underutilized/vacant parcels; partner with Opportunity Winona and others to increase utilization
  - 4.4.1. Collaborate with property owners and other stakeholders to prioritize soliciting development proposals in downtown and historic districts
  - 4.4.2. Identify and address zoning and other regulatory barriers preventing reinvestment in underutilized and vacant parcels
  - 4.4.3. 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)
- 4.5. Promote land use policies that encourage more, smaller housing units
  - 4.5.1. 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
  - 4.5.2. 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 5. Leverage new and existing partnerships to meet heritage preservation goals**

- 5.1. Directly support the Winona County Historical Society
- 5.2. WCHS provides significant benefit to research and programming for heritage efforts and should be supported to do so
  - 5.2.1. The City of Winona should continue to be a financial supporter of the Winona County Historical Society on an annual basis
  - 5.2.2. The City of Winona should explore creative funding opportunities and grant partnership opportunities between the Heritage Preservation Commission and the Winona County Historical Society

- 5.3. Archives and exhibit partnerships
  - 5.3.1. The Winona HPC should utilize the expertise at the Winona County Historical Society for content development support
  - 5.3.2. The Winona HPC and Winona County Historical society should partner on consistent signage standards in the City of Winona
- 5.4. Support the exhibit strategic plan (2020) of the WCHS
  - 5.4.1. Collaborate on exhibits related to City projects or history
  - 5.4.2. Directly support public programming financially
- 5.5. 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
- 5.6. Work with strategic partners to generate new awareness campaigns on an annual basis
- 5.7. Directly partner with established organizations celebrating Winona's diverse populations to create online and distributable content for the community at large
- 5.8. Indigenous populations focus and other underrepresented groups
  - 5.8.1. Partner with established organizations representing indigenous and underrepresented groups to create content for distribution and awareness
- 5.9. Partner for general community education related to underrepresented communities
  - 5.9.1. Include underrepresented communities in the strategic communications plan for all types of signage and documentation developed
- 5.10. Partner with organizations employing qualified preservation consultants/staff (i.e. Winona County Historical Society) to develop appropriate documentation to be created and utilized
- 5.11. 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

## **Goal 6. Decrease demolition by neglect**

- 6.1. Explore ordinance changes to compel maintenance of buildings
  - 6.1.1. Create a clear process for determining neglect and directing properties through support programs
  - 6.1.2. Codify maintenance and demolition by neglect ordinance language to be in concert with the Unified Development Code.
- 6.2. Create incentives for maintaining older buildings

- 6.2.1. Explore local tax incentives
- 6.2.2. Implement the Financial Incentives, Education, and Outreach Plan
- 6.3. Maintain an existing building stock survey analyzing the condition of eligible and designated properties
  - 6.3.1. Develop a property survey system to classify main elements of properties based on current maintenance
  - 6.3.2. Update building stock survey regularly to reflect changes over time
- 6.4. Salvage reusable and valuable building materials (where does it go?)
  - 6.4.1. Partner with statewide programs for deconstruction and future sale and reuse of historic building materials
  - 6.4.2. Partner with the Winona County Historical Society for salvaged reuse in education exhibits where appropriate
- 6.5. Deconstruction as a “green demolition step” for older buildings
  - 6.5.1. 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.)
  - 6.5.2. Encourage distribution of historic assets through sales to the public where appropriate
  - 6.5.3. Reevaluate the demolition standards for the City of Winona
- 6.6. HPC review of buildings older than 50 years for demolition permits vs deconstruction
  - 6.6.1. Re-write City Code to require an eligibility determination for buildings older than 50 years old proposed for demolition
  - 6.6.2. Re-write City Code to require deconstruction of properties determined to be eligible for local significance or the National Register of Historic Places

# Transportation

## Goals, Objectives, and Strategies - Revised Draft

October 21, 2022 DRAFT

### Goals, Objectives, and Strategies

#### Goal 1. Ongoing Upgrades to Existing Streets

- 1.1. Improve the aesthetics and cleanliness of streets through streetscape/landscape improvements and code enforcement.
  - 1.1.1. Review components proposed in the Complete Streets and Pedestrian & Bicycle Plan and Downtown Strategic Plan regarding snow removal.
  - 1.1.2. Consider human-scale elements that promote the friendly and unique spaces in public rights-of-way.
  - 1.1.3. Consider street design that promotes interesting connections between places.
- 1.2. 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.
  - 1.2.1. Proactively program streets improvements to be paired with grant funding cycles.
  - 1.2.2. Evaluate goals of supporting plan documents for consistency with available funding sources and priorities.
- 1.3. Incorporate bicycle parking facilities in public rights-of-way and off-street parking areas.
  - 1.3.1. Reevaluate the Unified Development Code standards for bicycle parking implementation.
  - 1.3.2. Consider context-sensitive design elements for implementation of bicycle parking in public rights-of-way when performing regular maintenance activities.
- 1.4. Allow for substitution of transit, bicycles, and other multi-modal systems when considering new developments' vehicular circulation needs.
  - 1.4.1. Reevaluate the Unified Development Code standards for parking and circulation.
  - 1.4.2. Consider re-wording documentation for circulation rather than explicitly naming parking for automobiles.
- 1.5. 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.
  - 1.5.1. Consider one-way streets in east and west corridors
  - 1.5.2. Consider new street network improvements like the Louisa Street Extension.



- 1.6. Prioritize ADA compliance citywide (every topic, all objectives, every document); become a destination for those who are differently abled.
  - 1.6.1. Dementia-friendly standards and implementation of signage, traffic calming, and other street design (accessibility and dementia friendly street design).
  - 1.6.2. Implement the ADA Transition Plan and update it regularly to reflect current standards.
- 1.7. Make rail crossing improvements that are safe, convenient, and comfortable.
  - 1.7.1. Improve grade crossings where needed to improve vehicular and multi-modal transportation across rail lines.
  - 1.7.2. Work with railroads to prioritize improvements of at-grade crossings in Winona and implement a consistent plan to address them.

## **Goal 2. Sidewalks Network that Connects All Areas of the City and to the Regional Trail Network**

- 2.1. Expand the City's network of sidewalks and crosswalks in order to provide safe, convenient, and comfortable pedestrian access throughout Winona.
  - 2.1.1. 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.
  - 2.1.2. Update the Unified Development Code to implement sidewalks on both sides of the street for new subdivision development.
  - 2.1.3. Incorporate shared use paths connecting new subdivisions to recreation trails networks.
  - 2.1.4. Promote shorter crossing distances at intersections (and narrower streets in general).
- 2.2. Continue to reinvest in sidewalk maintenance in a section-by-section approach under the Sidewalk Improvement Program.
  - 2.2.1. Consider additional funding sources for improvements detailed in supporting plan documents (e.g. Pedestrian & Bicycle Plan and Parks and Recreation Master Plan).
  - 2.2.2. Implement the ADA Transition Plan outcomes for sidewalk improvements.

## **Goal 3. Well Connected Bicycle Network**

- 3.1. Connect transit stops and destinations with bike infrastructure where appropriate.
  - 3.1.1. Consider placement of transportation hubs that can act as connection points from biking to other transportation options.

- 3.2. Achieve modern standards for bike infrastructure (e.g. NACTO urban bike design guidance).
  - 3.2.1. Conduct a network analysis of Winona’s existing and proposed bicycle infrastructure network.
  - 3.2.2. Evaluate and update existing signage and on-street markings for consistency and conformance with current standards.
- 3.3. Expand recreational bike path along lakes to the West and East (e.g. Shives Road).
  - 3.3.1. Consider on-street and additional trail connections.
  - 3.3.2. Review proposals from the Complete Streets and Pedestrian & Bicycle Plan for implementation.
- 3.4. Establish improved bicycle crossings of Highway 61 (e.g. Gilmore Ave, tunnel, or bridge).
  - 3.4.1. Consider trail funding to implement priority crossing improvements from the Park and Recreation Master Plan.
  - 3.4.2. Implement clearly identifiable bicycle infrastructure used to cross highways.
- 3.5. Expand the network of bicycle and pedestrian trails that provide transportation use along with recreation use.
  - 3.5.1. 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.
  - 3.5.2. Implement the Parks and Recreation Master Plan connection corridors and other trails.
- 3.6. Expand and improve the on-street bicycle network in order to safely connect bicycle commuters and recreational riders with trails and destinations.
  - 3.6.1. Consider trail funding to implement proposals from the Park and Recreation Master Plan.
  - 3.6.2. Implement clearly identifiable bicycle infrastructure used to cross highway barriers.
- 3.7. 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.
  - 3.7.1. Develop context-sensitive implementation of parkways as unique infrastructure that can acts as the connections along public rights-of-way.
  - 3.7.2. 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 4. Safe Routes to Schools**

- 4.1. Consider a Safe Routes to Schools program in coordination with Winona Area Public Schools.
  - 4.1.1. Improve access for children attending school.
  - 4.1.2. Discuss City/ISD coordination on bus routing.
- 4.2. Connect schools with recreation areas via traffic calmed streets (e.g. Lake Boulevard, 7<sup>th</sup> Street).
  - 4.2.1. Develop context-sensitive guidelines for street design around and connecting schools.
  - 4.2.2. Create safe, convenient, and comfortable connections for children on foot, bicycling, or using other transportation options to attend school.
- 4.3. Connection to the Middle School for safe crossings across Highway 61.
  - 4.3.1. Consider a Safe Routes to Schools program in coordination with Winona Area Public Schools.
  - 4.3.2. Improve connections from Mankato Avenue south to the Middle School.

#### **Goal 5. Public Transportation Improvements and Increased Use**

- 5.1. Lower cost barriers to use.
  - 5.1.1. Examine and consider fare free transit, particularly for low-income residents.
- 5.2. Implement user-friendly technology to make transit use the easy option for movement in the city.
  - 5.2.1. Consider an app available that can assist potential riders in planning their trips when using public transit.
  - 5.2.2. Consider implementing electronic display boards at transit stations and shelters displaying the next buses' arrival times.
  - 5.2.3. Allow public transportation systems to be integrated (one pass for to access multiple systems).
- 5.3. Consider increased support for transit in the City.
  - 5.3.1. Examine the reestablishment of a full-time position for a Transit Coordinator for the City of Winona.
- 5.4. Holistically consider the transit network beyond existing bus service to connect other transportation options.
  - 5.4.1. Integrate micro-mobility options in the City that seamlessly work with City of Winona Transit (help solve "last mile" problem).

- 5.4.2. Promote a transit hub connecting transit with easy to access long-range transportation options and micro-mobility options.
- 5.5. Promote land use development strategies that incorporate pedestrian, bicycle and transit access and reduce dependence on private vehicles.
  - 5.5.1. Examine the Unified Development Code to remove or relax regulatory barriers for investment along transit lines and other multi-modal corridors (Transit Oriented Development).
  - 5.5.2. Consider subdivision standards that promote other options besides driving.
- 5.6. Encourage large employers to support the transit system.
  - 5.6.1. Consider financial partnerships to support transit users with subsidized, partial, or free transit, especially for lower-income users.
- 5.7. Analyze the existing network for service priorities and improvements to promote utilization in support of businesses.
  - 5.7.1. Explore the various autonomous electric vehicles suitable for public transit and commit to a pilot program for one or two of these vehicles.
  - 5.7.2. Partner with MnDOT or other appropriate agencies to promote a pilot program in Winona.

## **Goal 6. Truck Routes Network Improvements**

- 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. 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.
  - 6.2.1. Examine working with GPS technology providers to provide truck route priorities through the Pelzer Street and Mankato Avenue corridors.
- 6.3. Improve livability along truck routes.
  - 6.3.1. Enforce vehicle noise laws on all routes and citywide to the extent feasible.
- 6.4. 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.).
  - 6.4.1. Consider appropriate connections to local service trucks.

- 6.4.2. Locate appropriate services and land use concentrations to serve truckers and freight operators.

## **Goal 7. Street Improvement Projects Incorporate the City's Complete Streets Policy**

- 7.1. Facilitate planning processes for streets programmed for improvements before design.
  - 7.1.1. Establish a cooperative and transparent design process for streets improvements, involving all relevant city departments, county/state/federal agencies, property owners, developers, residents, and users; look into public participation methods for road projects.
  - 7.1.2. Evaluate the project proposal timeline for improvements to facilitate public involvement.
- 7.2. Promote narrower street widths, travel lane widths, parking lane widths, and intersection crossing distances by following urban street design guidance from appropriate transportation organizations.
  - 7.2.1. Consider adopting street design guidelines that promote context-sensitive street design adapted specifically to Winona's built pattern.
- 7.3. Provide justification for street design element changes, and apply for variances, to the Municipal State Aid Roads program when funding street improvements with state funding where appropriate).
  - 7.3.1. Promote context-sensitive street design consistent with Winona's built pattern while utilize existing funding sources.
  - 7.3.2. Emphasize traffic calming in considering street reconstruction projects.
  - 7.3.3. Prioritize a pedestrian-friendly, human-scale street design for streets.
- 7.4. Incorporate traffic calming measures in future street reconstruction and resurfacing projects throughout the community to address identified neighborhood problems.
  - 7.4.1. Consider context-sensitive design for residential streets that promotes slow speeds.
  - 7.4.2. Design street reconstruction projects with narrower widths that discourage excessive traffic speeds where appropriate.
  - 7.4.3. Consider road diets for multi-lane roads when appropriate, as some corridors in Winona continue to be identified as barriers and safety concerns (e.g. Broadway/6th Street).
  - 7.4.4. Examine standards for emergency response vehicles' use of streets.
- 7.5. Respond to and implement the Complete Streets Policy and Pedestrian and Bicycle Plan when presenting items to governing bodies.

- 7.5.1. 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.
- 7.5.2. Implement elements of the Policy and Plan when conducting other public infrastructure improvements where possible.

#### **Goal 8. New Subdivisions Designed with Winona's Traditional Grid Street Pattern Where Feasible**

- 8.1. Emphasize connectivity in new subdivision design and ensure connections to other subdivisions and the existing street network.
- 8.2. Respectfully navigate sensitive blufflands, water features, and other unique topography when considering subdivision design.
- 8.3. Traffic calming features should be incorporated into the design of all new streets.

#### **Goal 9. Priority Road Improvements**

- 9.1. Analyze the existing corridor network to identify priority road improvements.
  - 9.1.1. Reassess east end connections to Highway 61.
- 9.2. Pursue investments consistent with the Complete Streets Policy and Pedestrian & Bicycle Plan to reinvest city and Municipal/County State Aid Roads funding.
  - 9.2.1. Develop infrastructure that clearly communicates the desire for slower speed movement through the city making it safe, convenient, and comfortable to do so for users.
  - 9.2.2. Consider updated urban context design elements that can be incorporated in existing funding programs.
  - 9.2.3. Use the MN DOT State Aid Roads' Design Elements Variance process effectively to enable Complete Streets design.
- 9.3. Pair priority road improvements and municipal maintenance of infrastructure with supporting grant cycles from state and federal funding sources and investment opportunities.
  - 9.3.1. Seek grant funding, private partnerships, and other financial support for repair, reconstruction, and regular maintenance of local streets.
  - 9.3.2. Proactively program streets improvements to be paired with grant funding cycles where appropriate.

#### **Goal 10. Commercial Harbor and Port Facilities Improvement and Expansion**

- 10.1. Support and invest in the commercial harbor as the primary docking facility for the City of Winona while also balancing private interests and public recreation desires.

- 10.1.1. 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.
- 10.1.2. 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. Multi-Functional Mississippi River Corridor**

- 11.1. Balance the needs of transportation, commerce, recreation, and environment (e.g. mitigate conflict between commerce and other users).
  - 11.1.1. Survey and analyze the needs of Mississippi River users on a regular basis to determine the desires of various users.
  - 11.1.2. Promote and continue the use of water-borne transportation.
  - 11.1.3. Develop a strategic plan for Mississippi River use that can be updated regularly to help balance the uses of the Mississippi River.
- 11.2. Promote recreational use and opportunities along the Mississippi River.
  - 11.2.1. Improve signage for access to the Mississippi River for recreation users to improve accessibility.
  - 11.2.2. Implement improved recreational river access infrastructure to improve ease of use.
  - 11.2.3. Coordinate resources from private and public partners to ensure river access is easy to understand for the casual recreational user.
- 11.3. Support the Riverfront Trail and its associated shared use path network.
  - 11.3.1. Implement the Parks and Recreation Master Plan connections between the Riverfront Trail and other recreation destinations of the City.
  - 11.3.2. Proactively seek funding to implement the Riverfront Trail network.
- 11.4. Signage and communications for river access and types of use).
  - 11.4.1. Implement a strategic communications plan that includes wayfinding and regular communications to promote river access and types of use.
  - 11.4.2. 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 12. Winona Municipal Airport Effectively Supports Winona's Freight and Passenger Needs**

- 12.1. Utilize the airport to maintain and expand services for Winona's industries.
  - 12.1.1. Survey and analyze the needs of airport users to promote the movement of goods and transportation in Winona.
  - 12.1.2. Partner with private and public organizations that have the ability to implement programmatic and infrastructure improvements.

## **Goal 13. Improved Regional Freight System While Minimizing Conflicts with the City's Multi-Modal Transportation System**

- 13.1. Support the rail industry as a viable means of goods movement into and out of Winona.
  - 13.1.1. Support MN DOT survey and analyze the needs of rail users to promote the movement of goods and transportation in Winona.
  - 13.1.2. Partner with private and public organizations that have the ability to implement programmatic and infrastructure improvements.
- 13.2. Improve safety where there are conflict points between rail and other forms of movement.
  - 13.2.1. Implement improved grade crossings and consider grade separated crossings where feasible.
- 13.3. 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.
  - 13.3.1. Partner with private organizations to support the analysis and implementation of removal where feasible.
  - 13.3.2. Analyze the areas affected for needed mitigation and support before reinvestment can occur.
- 13.4. Assess impact of railroads and crossing backups on a regular basis (use existing website inquiry process).
  - 13.4.1. Limit switching movements that negatively impact street crossings.
  - 13.4.2. Consider impacts from railroads and crossings backups in network analyses of transportation users.
  - 13.4.3. Reassess the Wall Street track and switching movements and work with railroads to improve efficiency and safety.

## **Goal 14. Passenger Rail Service Improvements and Expansion**

- 14.1. Advocate for the Amtrak Station improvements and treat the Amtrak Station as a welcoming entrance to the City.



- 14.1.1. Consider infrastructure reinvestment to support the Amtrak Station area.
- 14.1.2. Reevaluate the area's land use patterns for future investment.
- 14.1.3. Seek private partnerships for Amtrak Station area reinvestment that could help meet the City's housing and commercial demand.
- 14.1.4. Reevaluate the Unified Development Code zoning regulations to promote housing and mixed use commercial reinvestment around the Amtrak Station.
- 14.2. Support and promote operational improvements to the Amtrak Station.
  - 14.2.1. Assess staffing needs (volunteer or paid) or new technology that can help address needs of visitors and users of the station.
  - 14.2.2. Implement a strategic communications plan that includes consistent signage connecting the Amtrak Station to the community.
- 14.3. 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).
  - 14.3.1. 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.
  - 14.3.2. Consider a transit hub around the Amtrak Station.
- 14.4. Support historic rehabilitation of the Amtrak Station and provide additional interpretive signage.
  - 14.4.1. 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).
- 14.5. Support regional rail network planning in the surrounding region.
  - 14.5.1. Advocate for the Twin Cities-Milwaukee-Chicago second train and support rail reinvestment efforts for that project.

# Accessible Government

## Goals, Objectives, and Strategies - Revised Draft

October 21, 2022 DRAFT

## 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. Expand methods of communication.
  - 1.2.1. Communicate across digital and non-digital platforms.
  - 1.2.2. Develop city-wide standards for use of 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 the amount of easily accessed public information.
  - 1.3.1. Increase the amount of information on the City's website and County GIS.
  - 1.3.2. Increase user-friendly FAQ documents and post to the City's website, e.g. permits.
  - 1.3.3. Increase usability of public information systems via common forms and plain language.

#### Success Indicators

- New staff hired
- Higher web traffic counts
- Improved communication

### Goal 2. Build Residents' Capacity to Interact with the City

- 2.1. Provide residents with education on the City's 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. Continue to promote pathways to civic involvement.

- 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 groups.
  - 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] based on best practices 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 for residents to 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 Indicator**

- Ample opportunities for public input

### **Goal 3. Enhance the City's Interactions with Residents**

- 3.1. Promote good customer service when interacting with public.
  - 3.1.1. Provide City materials in plain language.
  - 3.1.2. Explore technology to provide City materials in multiple languages.
  - 3.1.3. Improve customer service-oriented language when interacting with public.
  - 3.1.4. Improve customer service trainings and how to work with various populations.
- 3.2. Increase (non-meeting) interactions with public.
  - 3.2.1. Promote City employee, City department, and elected official participation in events outside of City Hall with consideration of open meeting laws.
  - 3.2.2. Explore partnerships with local businesses for participation in events.
- 3.3. Enhance standardized information across City departments.

- 3.3.1. Integrate and share information across City databases.
- 3.4. Increase accessibility to information for physically impaired individuals such as those who cannot see or hear.
  - 3.4.1. Review how other cities increase accessibility.
- 3.5. Explore novel and collaborative solutions to issues.
  - 3.5.1. Host events such as simulations, Artists on Main Street, or Hack-a-thons to identify new potential solutions.
  - 3.5.2. Provide regular educational opportunities for staff, committee members, and Council on new approaches to addressing common issues.
- 3.6. Collect feedback on residents' experiences with the City.
  - 3.6.1. Consider a recurring public survey to identify strengths and areas for improvements.
- 3.7. Report on progress toward City goals and objectives identified in the Comprehensive Plan.
  - 3.7.1. Annually report progress on the Comprehensive Plan to the Planning Commission and City Council.
  - 3.7.2. Communicate progress on the Comprehensive Plan to the public.

#### **Success Indicators**

- Fewer complaints noted based on survey in 3.7.1
- Reports show progress toward City goals and objectives identified in the Comprehensive Plan

### **Goal 4. Wider Participation in City Committees and Elected Positions**

- 4.1. Engage, inform, and involve people of varying ages, identities, life stages, abilities, races and socioeconomic levels.
  - 4.1.1. Work with local organizations to connect and build relationships with a variety of population groups.
- 4.2. Understand barriers to participation.
  - 4.2.1. Utilize a survey or other means to clearly identify barriers to participation in the City's 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.

**Success Indicators**

- No contested elections
- FAQ and public office open house learning session once annually
- Clear information about Boards and Commissions opportunities online

**Goal 5. Enhanced Public Understanding of the Values and Purposes Behind City Activities**

- 5.1. Provide more information on the reasoning behind projects.
- 5.1.1. Clearly communicate project rationale through various communication methods when being presented to the public. Also communicate rationale prior to public presentation if possible.
- 5.2. Create City Council two-year work plans.
- 5.2.1. 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.
- 5.3. Create organization wide vision and values for the City of Winona.
- 5.3.1. 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.
- 5.4. Create departmental purpose statement for the City of Winona.
- 5.4.1. 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

# Arts & Culture

## Goals, Objectives, and Strategies - Revised Draft

October 21, 2022 DRAFT

### 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.

# Community Services & Institutions

## Goals, Objectives, and Strategies - Revised Draft

October 21, 2022 DRAFT

## Goals, Objectives, and Strategies

### Goal 1. People's Awareness of Services and Where to Access Them

- 1.1. Increase the frequency of 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 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 people toward resources.
  - 1.3.1. Use existing resources where possible to fully build-out a regularly updated service directory.
  - 1.3.2. Provide a link to Live Well Winona or another community hub on the City'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 are Better Understood

- 3.1. Increase public education about funding needs and outcomes.
  - 3.1.1. Organize a messaging campaign to publicize funding needs and outcomes.
  - 3.1.2. Utilize infographics to assist in communication.



- 3.2. Increase amount of education for public officials and department heads across agencies about funding needs and outcomes.
  - 3.2.1. Organize a service organizations' summit attended by public officials and department heads.
- 3.3. Create a cross-community funding request strategy.
  - 3.3.1. Utilize connections made through shared events to create cross-community funding request strategy.
  - 3.3.2. 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 professionals in Winona.
  - 4.1.1. Hold a brainstorming event to generate ideas to address the 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 are not 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 Planning of Physical Spaces and Facilities Among Community Institutions**

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

## **Goals, Objectives, and Strategies - Revised Draft**

October 21, 2022 DRAFT

## **Goals, Objectives, and Strategies**

### **Goal 1. Downtown Accessibility Enhancements**

- 1.1. Work with the downtown stakeholders to address low-cost strategies to make curbs and sidewalks more accessible.
- 1.2. Work with the downtown stakeholders to improve coordination of snow/ice clearance for sidewalks and curb ramps.
- 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 handicapped parking spaces per block.
- 1.5. Add more level-boarding options for those using transit in the downtown.

### **Goal 2. Downtown Beautification and Cleaning Improvements**

- 2.1. Increase greenery and landscaping in the downtown.
  - 2.1.1. Evaluate existing 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 and use street spaces and other public spaces as venues for temporary events, retail, and commercial.
  - 2.3.1. Amend ordinances to allow sidewalk cafes, storefront displays, street fairs and vendors, among other uses, in the sidewalk and street spaces 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 spaces in the downtown.
- 2.4. Maintain cleanliness and ongoing compliance.
  - 2.4.1. Provide staffing to address cleaning and maintenance needs and function as a first point of contact for compliance with property owners.

### **Goal 3. Placemaking Processes and Designs for Reinventing Downtown Public Spaces**

- 3.1. Create a mix of destinations to make the 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 the 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 the downtown.
  - 3.2.1. Improve wayfinding to and from the downtown toward other destinations e.g. parks, trails, other neighborhood nodes, large cultural draws.
  - 3.2.2. Create consistent wayfinding throughout the downtown that is seamless with the surrounding area.
  - 3.2.3. Rights-of-way connections to the 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 the downtown.
  - 3.2.5. Create network connections between park and recreation destinations with an emphasis on connecting to the Mississippi River.
- 3.3. Encourage 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, e.g. 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 the 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.
- 3.5. When repairing or improving stormwater, electricity, and water infrastructure, consider improvements to streetscape and placemaking at the same time, e.g. material changes for intersections and crosswalks when replacing stormwater drains.
  - 3.5.1. Develop a street design manual that clearly develops a process for the inclusion of holistic placemaking elements in regular street improvements.
  - 3.5.2. Implement a “heritage streets” program that enhances the downtown as an historic draw in the community.
  - 3.5.3. Incorporate public art into regular public infrastructure investments as detailed in the Arts and Culture Plan.
- 3.6. Consider green technology when improving parking lots and when considering site plans for new construction.
  - 3.6.1. Incorporate electric charging stations and other electric mobility support infrastructure in city parking lots.
  - 3.6.2. Encourage native plantings to soften the use of concrete and asphalt in the downtown and decrease the “vacant lot” perceived safety issue.

#### **Goal 4. Downtown Parks Improvements**

- 4.1. Seamlessly integrate the Levee Park Plan with increased access to the downtown.
  - 4.1.1. Develop Levee Park Phase II including improved boat passenger and recreational access to the Mississippi River.
- 4.2. Eliminate or reduce barriers for connecting between downtown parks and the downtown core.
  - 4.2.1. Ensure that access between downtown parks and the downtown core is safe, convenient, and comfortable for non-automobile users.
  - 4.2.2. Work with railroads to improve at-grade crossings in the downtown.

- 4.3. Re-evaluate what public rights-of-way look like between park destinations and the downtown core 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 the downtown.
- 4.5. Create network connections between park and recreation destinations with an emphasis on connecting to the Mississippi River.

#### **Goal 5. Increased Communication with Downtown Property and Business Owners**

- 5.1. Increase public safety communication with the downtown community.
  - 5.1.1. Encourage community policing in downtown via walking or biking patrols.
- 5.2. Create opportunities for regular public feedback.
  - 5.2.1. Provide an open house public forum regularly to allow for community feedback to city staff.
  - 5.2.2. Provide opportunities for regular feedback at locations throughout different locations in the downtown, e.g. meet the community where they are.
- 5.3. Communicate directly with business and property owners regularly with downtown updates, permitted improvements, new businesses, and other occurrences in the downtown.
  - 5.3.1. Work with Main Street and the Chamber of Commerce to provide regular communication but don't rely solely on partnership communication.
- 5.4. Regularly reach out with historic grants, loans, and other programs for reinvestment.
  - 5.4.1. Create regular mailings and easy to use documentation for the downtown community regarding reinvestment processes and incentives.
  - 5.4.2. Implement the 2022 Financial Incentives, Education, and Outreach program from the City of Winona.
- 5.5. Create a unified communication strategy for downtown businesses and property owners.
  - 5.5.1. Consistent communication from a central source - Work with Main Street and the Chamber of Commerce to streamline messaging for downtown stakeholders and users.

#### **Goal 6. Downtown Signage Improvements**

- 6.1. Create kiosks (i.e. Merchants Bank historical signage) with historic interpretive signage.

- 6.1.1. Encourage the Winona Heritage Preservation Commission to seek signage funding on an annual basis.
- 6.2. Develop a strategic signage plan that incorporates consistent signage for downtown with the rest of Winona.
  - 6.2.1. Incorporate wayfinding, parking, interpretive, parks, and other signage information into an easy understood street design manual.
- 6.3. Adopt consistent design standards for private property based on historic district design guidelines and codify it.
  - 6.3.1. Re-evaluate the Unified Development Code Standards for consistency with the historic district design guidelines.

### **Goal 7. Assessment of Downtown Tax Base and Investments**

- 7.1. Evaluate public and private investments for impact on tax base.

### **Goal 8. Public Investment Channels to Fuel Downtown Development Momentum**

- 8.1. Encourage increased mixed use opportunities in the downtown with higher density residential capacity to support businesses.
  - 8.1.1. Relax or remove parking minimums in the downtown which serve as a de-facto lot area minimum cap on residential capacity.
  - 8.1.2. Encourage mixed use on first floors of buildings to activate the street.
- 8.2. Re-evaluate processes and ordinances that present barriers for development and re-investment while supporting downtown's historic character.
  - 8.2.1. Re-evaluate design standards in the Unified Development Code.
  - 8.2.2. Distribute the Main Street Design Guide regularly and communicate the processes for redevelopment of the downtown.
- 8.3. 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.
  - 8.3.1. Where public parking is available, re-evaluate its use as parking and make it a goal to prepare and market parking properties for redevelopment.
- 8.4. Encourage employment and housing densities that support a viable, robust transit system.
  - 8.4.1. Support the downtown as a "walkshed" that is served by public transit and is easily accessible by walking, biking, or other non-automobile transport options.
  - 8.4.2. Encourage increased hours of operation for the transit system.
  - 8.4.3. Consider fare-free transit that will limit barriers to use for all users.

- 8.4.4. Re-evaluate standards in the Unified Development Code to encourage increased densities that will meet established standards for transit operation.
- 8.5. Promote brownfield redevelopment opportunities in the downtown area.
- 8.6. Continue seeking public private partnerships for new development projects.

#### **Goal 9. Active Management of Public Parking**

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

#### **Goal 10. Public Safety Improvements to Create a Safe and Approachable Downtown Environment**

- 10.1. Improve access and mobility.
  - 10.1.1. Implement traffic calming measures in the downtown that prioritize walking, biking, and transit.
  - 10.1.2. Implement public infrastructure improvements that make moving through the downtown safe, convenient, and comfortable for those with mobility hurdles and children (e.g. planning for 3' in height, shorter crossing distances, etc.).
- 10.2. Communicate emergency preparedness to the downtown community.



- 10.2.1. Ensure that emergency management plans have specific strategies for the downtown.
- 10.2.2. 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.).
- 10.3. Encourage activities in the downtown throughout the day.
  - 10.3.1. Increase the amount of and improve lighting in coordination with regular maintenance and public infrastructure or placemaking projects.
  - 10.3.2. Increase residential densities in the downtown to encourage businesses to serve customers for longer hours to encourage activity and “eyes on the street”.
- 10.4. Activate buildings and increase transparency in the built environment.
  - 10.4.1. Re-evaluate design standards to encourage more transparency (windows) on ground floors and upper floors.
  - 10.4.2. Coordinate with placemaking and public infrastructure projects to ensure visual connections exist between interior and exterior spaces.
  - 10.4.3. Support Crime Prevention Through Environmental Design (CPTED) training or full certification for at least one city staff member.
- 10.5. Public safety office direct outreach.
  - 10.5.1. Evaluate existing staffing levels for public safety officers and increase capacity, if needed, to ensure the role is adequately supported.
  - 10.5.2. Consider a downtown ambassador program.
  - 10.5.3. Plan and schedule information sessions and in-person representation of public safety officers in the downtown.
  - 10.5.4. Encourage foot patrolling of the downtown area so that public safety officers are integrated into the downtown community and are a visual presence.

# Environment & Sustainability

## Goals, Objectives, and Strategies - Revised Draft

October 21, 2022 DRAFT

## 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. Connect energy burdened community members [insert call out box with definition] with assistance programs intended to lower 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 4. 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 5. Those with limited mobility or transportation options are included in transportation decision making**

**Goal 6. More energy efficient forms of transportation are promoted and used whenever possible**

**Goal 7. Reduce community's dependence on automobiles / prioritize 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 while considering unique impacts of electric vehicles on roads.

## **Water Goals**

### **Goal 8. Work to ensure sustainable use of aquifers**

### **Goal 9. 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 bills to be more understandable.
4. Consider tiering of pricing structures.
5. Use native landscaping techniques where needed, educate on the value of water smart plantings, and facilitate incentives for water smart plat installation.
6. 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.
7. Aim for best management practices for stormwater infrastructure budgeting.
8. Coordinate efforts with local partners, including meeting WinLac One Watershed, One Plan objectives.
9. 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**

#### **Waste Reduction Strategies**

1. Support strengthening of Winona County's recycling programs.
2. Improve disposal processes and compliance.
3. Reduce waste production through re-use of materials and material exchange.

4. Explore and implement an organics recycling program or campaign.
5. Reduce construction and demolition waste and implement reuse initiatives.

### **Natural Resource Value Statements**

- **Work cooperatively with other units of government, institutions and organizations to manage growth without compromising the natural environment.**
- **Protect the ecological integrity of the river corridor, bluff land areas and steep slopes, and other valued resources \*balance with land use section**
- **Continue to follow environmental protection standards**
- **Increase and restore natural ecosystems**

### **Natural Resource Strategies**

1. Manage wildlife and invasive species with local partners, such as the USFWS and DNR. Utilize best practices to protect or enhance ecosystems and bluff land, waterways, and shoreline restoration.
2. Create or reimagine policies and ordinances to support the sustainability practices outlined in this plan to match or exceed state standards.
3. Establish long range plans for natural resources in public spaces. Budget to protect and maintain existing natural areas.
4. Educate the community via park programming, sessions in schools and other community events.
5. Restore urban tree coverage through tree planting. Maintain existing trees in line with industry best practices to ensure a healthy tree canopy.

### **Food Value Statements**

- **Local food has health, economic, and environmental benefits**
- **Any utilization of public land for food harvest and production should follow sustainable principles**

### **Food Value Strategies**

1. Support the creation of resource hubs and food libraries to access locally grown foods and connect local vendors to market opportunities.
2. Expand access to community gardening and build residents' knowledge of community gardening.
3. Adjust or create city codes to make local food, gardening, foraging (individual level), and harvesting more accessible.

## General Sustainability Value Statements

- **Better communications about sustainability and resilience will benefit the other strategies outlined**
- **Accountability and engagement, within the city and externally, to ensure plan implementation. Review and refine process through an annual or biennial review**
- **Bolster the resilience of physical infrastructure and awareness about how to prepare and act in the event of shocks or stressors**

## General Sustainability Strategies

1. Foster environmental stewardship.
2. Improve city public communication regarding sustainability.
3. Expand sustainability focus among city employees.
4. Establish an official sustainability commission.
5. Evaluate potential environmental justice issues, including with new developments. Address environmental justice issues (such as inequitable tree cover, housing (adequate and affordable) and drainage issues that are confirmed.
6. Develop extreme weather preparation strategies in response to climate change – particularly related to water/flooding.

# Parks & Recreation

## Goals, Objectives, and Strategies - Revised Draft

October 21, 2022 DRAFT

### Goals, Objectives, and Strategies

The following are the goals and objectives from the 2018 Comprehensive Park, Open Space, and Recreation Plan.

#### **Goal 1. Provide a Connected, Accessible and Recognizable Network of Park and Recreation Facilities that Welcomes All Ages and Abilities**

- 1.1. Develop additional infrastructure to safely connect the community to the Park System.
  - 1.1.1. Implement components from the Complete Streets Policy & Pedestrian & Bicycle Plan.
- 1.2. Identify premier destinations within the community and overhaul them for accessibility and inclusiveness.
  - 1.2.1. Select a premier waterfront destination (Levee Park) to reinforce Winona's waterfront image and program and market it heavily.
  - 1.2.2. Select an iconic inland destination within Winona (Holzinger Lodge and Sugarloaf) improve, program and market it heavily.
- 1.3. Support trail accessibility through the identification of easily accessible routes that do not have steep slopes, gaps, or challenging transitions.
- 1.4. 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.
- 1.5. Evaluate need for additional downtown park space and maintaining downtown parks and streetscapes.
- 1.6. Create comprehensive park and recreation system sign package, and site amenities and furnishings, and prepare to implement as park improvements are made.
- 1.7. Collaborate with other government agencies.
- 1.8. Assess overall park system for equity and inclusion (insert callout box with "equitable parks" definition)

#### **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. 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 services and programs.
- 3.4. Collaborate with non-profits and other organizations to create and produce special events and programs.
- 3.5. 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 a 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. Provide continual, up-to-date communication on services and programs to a community resource hub.
- 4.7. Establish a process for public engagement in the parks and recreation system.

**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 public engagement options or a toolbox for engagement strategies (see Accessible Government section).
- 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. Identify and Manage Sustainable Funding Sources, Partnership and Efficiencies**

- 7.1. Update the park dedication policy to ensure land is suitable for recreation or fee is adequate to meet public needs.
- 7.2. Pursue all funding opportunities.
- 7.3. Explore gift-giving policy and communicate to entities in Goal 4. Develop gift-giving and Donor policy and communicate to entities in Goal 4.
  - 7.3.1. Encourage property owners interested in donating or granting conservation easements on their land.
- 7.4. Support the creation of a non-profit parks and recreation foundation, or create an alliance with existing group(s) to this end.
- 7.5. Utilize the parks assets to capitalize on opportunities to generate revenue.
- 7.6. 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 promotion of scholarship opportunities and review the procedure for scholarship application.

- 8.2. 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.

# Transformative Projects

## Rationale, Considerations, Partnerships

October 21, 2022 DRAFT

### Riverfront Trail

#### Rationale

A “Riverfront Trail” along the Mississippi River 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 River. The Riverfront Trail seeks to change that. The trail would run along the river from Pelzer Street on the West to the 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 is 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] and picture of trail going under conveyor

#### Considerations

Considerations related to development of the Riverfront Trail include:

- Exclusively a “City” project – execution and management of the project is the City’s responsibility.
- The number of landowners within the trail corridor will involve significant negotiation and coordination.
- Existing industrial businesses will continue to need access to the river, so there will be challenges with planning and designing for the co-existence of industrial and recreational uses.
- Federal flood system (dike) regulations will likely present constraints on the design of the trail.
- Reliance on availability of state bond funds.
- Strive to locate the trail as close to the Mississippi River as possible so that it offers a true “riverfront” experience.
- Incorporation of design elements that are common to other parks and trails resources in Winona.
- 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.

#### Partnerships

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

### Incubator Spaces

#### Rationale

Incubator spaces and/or programs in Winona would help people get their business ideas off the ground and help create new local businesses. Incubator spaces that share 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 the 2045 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 and Eau Claire, Wisconsin, and Rochester, Minnesota. Winona has previously created a co-working space named “The Garage” which functioned between 2018 and 2020, but closed due to financial difficulties. It will be prudent for Winona to learn from other precedent efforts 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 well beyond the local area.

## 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 bringing together existing resources.
- Many of the local faith organizations have full scale commercial kitchens. The City of Winona’s Masonic Temple also has a kitchen.
- 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, resource center, etc.)
- Incubator efforts need to incorporate an effective amount of marketing and advertising to attract buy-in and use of resources.
- In addition to the general population, a source for new ideas and creativity are students at the local universities. There has long been the desire to retain more student talent in Winona and incubator resources could be an avenue for assisting with this effort.
- An Incubator should be considered an economic development activity with City involvement through staff and/or the Port Authority, but partnerships will be required to make a project successful.
- The City’s role in an incubator should primarily be as a connector versus a driver.
- “Lessons” from The Garage experience should be considered in future efforts.

## Partnerships

- 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 2045 Comprehensive Plan, the need for additional housing choices has been a common theme among all participants (e.g. general public, subcommittees, and the steering committee). People want to live in Winona, but many have a hard time finding a home. This initiative encompasses housing of all types and for all income levels.

Adequate housing choices is important in maintaining and enhancing Winona's livability, and livability is fast becoming a city's most important characteristic for attracting and retaining employees. Additionally, with the growth of remote work, people have greater flexibility in deciding where to live. Thus, providing ample housing choices is key to 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 for assisting the majority of those seeking a home in Winona.

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

### Considerations

Considerations related to facilitation of additional housing choices include:

- Incorporate direction from 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 households (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 find attainable homes.
- Reducing or eliminating parking minimums and allowing more flexibility for off-site parking should be examined as a strategy to allow more housing development. Examine alternative parking strategies as part of this effort.
- In addition to the creation of new housing 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 the adjacent 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.

### Partnerships

Partnerships between the City of Winona 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 projects 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 creation of additional housing options in the City. Such regulations can and should be amended to allow greater housing choices while also preserving the desired 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 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 space 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, but final decisions have yet to be made. 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.