



## Accessible Government

Winona's new Comprehensive Plan will suggest ways to increase participation and representation on City Boards and the City Council, including incorporating technology to increase efficiency and access.

### Goals, Objectives, and Strategies

The following are the goals, objectives and strategies that were identified by the Accessible Government Subcommittee and recommended by the Steering Committee. Objectives are identified by two numbers (such as 1.1), while strategies are identified by three numbers (such as 1.1.1).

#### 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.
  - 1.2.3-1.2.4. Develop standards to expand viewing access to public meetings and increase user accessibility
- 1.3. Increase the amount of easily accessed public information.
  - 1.3.1. Increase the amount of information and accessibility 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 education opportunities that are accessible for all.

2.1.1.1. Create a "how to" for public meeting participation that includes information about common agreed upon procedures used by the City of Winona in official Council, Commission, and Committee meetings.

2.1.1.1.2.1.2. Provide a summary of Robert's Rules of Order or an agreed upon alternative.

2.1.3. Continue to promote pathways to civic involvement.

- 2.2. Engage, inform, and involve empower 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 based on best practices for appropriate city projects such as street projects, infrastructure projects and public development proposals.

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2.2.4. Consider technological solutions to allow asynchronous participation [insert call-out box with definition] at public hearings. 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.

2.3.4. Work to expand access to residents who are underrepresented.

2.3.3.2.3.5. Consider micro-grants for residents to complete small projects involving City property.

**Success Indicator**

- Ample opportunities for public input

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

- 3.1. Report on progress toward City goals and objectives identified in the Comprehensive Plan.



3.1.1. Annually report progress on the Comprehensive Plan to the Planning Commission and City Council.

3.1.2. Communicate progress on the Comprehensive Plan to the public.

3.1.2.3.1.3. ~~Address past outcomes and As part of the annual Comprehensive Plan evaluation or an evaluations of a major project completed, -openly discuss shortcomings, prejudices, and disproportionate effects on underrepresented, minority, and lower socioeconomic parts of groups in the community.~~

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3.2. Promote good customer service when interacting with public.

3.2.1. Provide City materials in plain language.

3.2.2. Explore technology to provide City materials in multiple languages and other accessibility measures.

3.2.3. Improve customer service-oriented language when interacting with public.

3.2.4. Improve customer service trainings and how to work with various populations.

3.3. Increase (non-meeting) interactions with public.

3.3.1. Promote City employee, City department, and elected official participation in events outside of City Hall with consideration of open meeting laws.

3.3.2. Explore partnerships with local businesses for participation in events.

3.4. Enhance standardized information across City departments.

3.4.1. Integrate and share information across City databases.

3.5. Increase accessibility to information for physically impaired individuals such as those who cannot see or hear.

3.5.1. Review how other cities increase accessibility.

3.6. Explore novel and collaborative solutions to issues.

3.6.1. Host events such as simulations, Artists on Main Street, or Hack-a-thons to identify new potential solutions.

3.6.2. Provide regular educational opportunities for staff, committee members, and Council on new approaches to addressing common issues.

3.7. Collect feedback on residents' experiences with the City.

3.7.1. Consider a recurring public survey to identify strengths and areas for improvements.

#### 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.
  - 4.3.3. Expand meeting locations to meet residents where they are (e.g. City Council Meetings at Winona Family Community Center at Maplewood Townhomes).
  - 4.3.4. Increase opportunities for public participation at city meetings, e.g. comment cards.

##### Success Indicators

- No uncontested 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.



Comprehensive Plan Update  
Interim Report

- 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-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

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## Arts & Culture

Winona is known as an arts destination, and the city's updated Comprehensive Plan will include highlights from the new Arts and Culture Strategic Plan, which is currently underway.

### Goals, Objectives, and Strategies

The following are the goals, objectives and strategies that were identified by the Arts & Culture Subcommittee and recommended by the Steering Committee. Objectives are identified by two numbers (such as 1.1), while strategies are identified by three numbers (such as 1.1.1).

**Note:** The strategies for these goals and objectives are in the City's Arts and Culture [Strategic](#) 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 ~~P~~ublic ~~A~~rt ~~P~~rogram.
- 1.4. Develop a long-term public art master plan.
- 1.5. [Collaborate with community partners to E](#)create an equitable, [inclusive and](#) 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 [Strategic](#) 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 [Strategic](#) 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 [diverse](#) 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 Strategic 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

Winona's new Comprehensive Plan will explore how to strengthen relationships between community service providers, ensure community needs are being met, collaboratively plan for facility needs, and increase the community's awareness of services. The City's role is to be a connector for the many providers of community services and to assist with creating a pathway for collaboration between these providers. This includes services provided by the City, as well as partner institutions.

Intro/Context to include section on Alternative Response Team recent and current collaborative efforts in Winona related to community services, such as an Alternative Response Team, the community needs assessment conducted every 3 years by the City/County, and the City's community services (e.g. library, friendship center) and a section on concerns about substance abuse.

## Goals, Objectives, and Strategies

The following are the goals, objectives and strategies that were identified by the Community Services & Institutions Subcommittee and recommended by the Steering Committee. Objectives are identified by two numbers (such as 1.1), while strategies are identified by three numbers (such as 1.1.1).

### Goal 1. Enhance People's Awareness of Community 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 the Winona eCommunity Hub-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 individual providers' 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. Attract and retain mental health professionals in WinonaSupport community efforts to enhance mental health resources and supports.
  - 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 the attractiveness of Winona.
  - 4.1.2-4.1.3. Explore solutions implemented by other communities similar to Winona.
- 4.2. Enhance the 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.

4.2.1.4.2.2. Explore a potential community care model using a collaborative with a learning cohort team that focuses on building healthy behaviors and environments, and facilitating connections between people.

4.3. Enhance the 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 and share information with the general public about publicly available meeting spaces and share with general public that are publicly available.



## Downtown & Riverfront

Winona's historic downtown and riverfront is a regional hub for jobs, commerce, services, living, recreation, and tourism. The new Comprehensive Plan will explore community and tourist needs, as well as opportunities for increased connections between the downtown and the riverfront. The plan will also explore physical improvements in the public and private realm that can support future innovation.

### Goals, Objectives, and Strategies

The following are the goals, objectives and strategies that were identified by the Downtown & Riverfront Subcommittee and recommended by the Steering Committee. Objectives are identified by two numbers (such as 1.1), while strategies are identified by three numbers (such as 1.1.1).

#### 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 of~~ 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 and transit stop shelters for ~~those using~~ transit users 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.
  - 2.1.4.2.1.5. Prioritize utilizing native species when planting
- 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-new 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 without need for an extensive permitting process, 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.
  - 2.4.2. Develop and implement an improved plan for waste and recycling receptacles

### 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 and assist 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 enhances the sense of place for downtown 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 and individuals 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 vehicle (EV) 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.
- 3.6.2.3.6.3. Promote the use of low salt snow/ice removal treatments to improve stormwater runoff impacts on water quality while also addressing businesses' liability concerns.

#### 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.

**Commented [LS1]:** Include links to relevant plans here

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

- 5.1. Create opportunities for regular public feedback.
  - 5.1.1. Provide an open house public forum regularly to allow for community feedback to city staff.
  - 5.1.2. Provide opportunities for regular feedback at locations throughout different locations in the downtown, e.g. meet the community where they are.



- 5.2. Communicate directly with business and property owners regularly with downtown updates, permitted improvements, new businesses, and other occurrences in the downtown.
  - 5.2.1. Work with Main Street and the Chamber of Commerce to provide regular communication but don't rely solely on partnership communication.
- 5.3. Regularly reach out with historic grants, loans, and other programs for reinvestment.
  - 5.3.1. Create regular mailings and easy to use documentation for the downtown community regarding reinvestment processes and incentives.
  - 5.3.2. Implement the 2022 Financial Incentives, Education, and Outreach program from the City of Winona.
- 5.4. Create a unified communication strategy for downtown businesses and property owners.
- 5.5. Provide ~~E~~consistent communication from a central source - ~~W~~ork with Main Street and the Chamber of Commerce to streamline messaging for downtown stakeholders and users.
- 5.6. Increase public safety communication with the downtown community.
  - 5.6.1. Encourage availability, communication, and familiarity ~~community policing in~~ downtown via walking ~~or-and~~ biking patrols.

#### **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.
    - 6.2.1.6.2.2. Prioritize accessibility and digital technology implementation for signage
- 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-Goal 7. Public Investment Channels to Fuel Downtown Development Momentum**



8.1-7.1. Encourage increased mixed use opportunities in the downtown with higher density residential capacity development to support businesses.

8.1.1.7.1.1. Relax or remove parking space minimums in the downtown which serve as a de facto lot area minimum cap on residential capacity limit potential residential density.

8.1.2.7.1.2. Encourage mixed non-residential uses on first floors of buildings to activate the street.

8.2.7.2. Re-evaluate processes and ordinances that present barriers for development and re-investment while supporting downtown's historic character.

8.2.1.7.2.1. Re-evaluate design standards in the Unified Development Code.

8.2.2.7.2.2. Distribute the Main Street Design Guide regularly and communicate the processes for redevelopment of the downtown.

8.3.7.3. 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.

8.3.1.7.3.1. Where public parking is available, re-evaluate its use as parking and make it a goal to prepare and market parking properties for redevelopment.

8.4.7.4. Encourage employment and housing densities that support a viable, robust transit system.

8.4.1.7.4.1. 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.

8.4.2.7.4.2. Encourage increased hours of operation for the transit system.

8.4.3.7.4.3. Consider fare-free transit that will limit barriers to use for all users.

8.4.4.7.4.4. Re-evaluate standards in the Unified Development Code to encourage increased densities that will meet established standards for transit operation.

8.5.7.5. Promote brownfield redevelopment opportunities in the downtown area.

7.6. Continue seeking public private partnerships for new development projects.

8.6.7.7. Evaluate public and private investments for impact on tax base.

#### Goal 9/Goal 8. Active Management of Public Parking

9.1.8.1. Set clear goals for utilization rates so that public investment in parking is justified and used (90%+ occupancy).

9.2.8.2. Enhance the quality and safety of public parking facilities.

**Commented [LS2]:** Call out box for brownfield redevelopment



- 9.2.1.8.2.1. Review the distribution of ADA spaces for on-street and municipal lots.
- 9.2.2.8.2.2. Review city ordinances related to parking regulations within municipal lots.
- 9.2.3.8.2.3. Implement placemaking improvements to public lots.
- 9.2.4.8.2.4. Improve and enhance lighting of parking lots and on-street parking.
- 9.3.8.3. Market the location and availability of parking in a clearly understandable way.
- 9.3.1.8.3.1. As part of downtown signage, compare walking distance to recognizable landmarks, e.g. "one minute walk to the library".
- 9.3.2.8.3.2. Improve wayfinding signage.
- 9.4.8.4. Pursue shared parking opportunities with privately-owned parking facilities.
- 9.5.8.5. Increase enforcement of existing regulations with new technology (e.g. license plate scanning technology, parking apps, dynamic pricing).
- 9.6.8.6. Review time limits for on-street and off-street parking to encourage a walkshed district to ensure access to businesses.
- 9.7.8.7. Implement a parking improvement district that reinvests parking revenues in downtown placemaking and infrastructure improvements.

**Goal 10. Goal 9. Public Safety Improvements to Create a Safe and Approachable Downtown Environment**

- 10.1.9.1. Improve access and mobility.
  - 10.1.1.9.1.1. Implement traffic calming measures in the downtown that prioritize walking, biking, and transit.
  - 10.1.2.9.1.2. 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.).
- 10.2.9.2. Communicate emergency preparedness to the downtown community.
  - 10.2.1.9.2.1. Ensure that emergency management plans have specific strategies for the downtown.
  - 10.2.2.9.2.2. Create an education plan showing what the emergency management strategies are for the downtown community and communicate it consistently in multiple ways consistently, e.g. annual meetings with property owners, public signage, etc.).
- 10.3.9.3. Encourage activities in the downtown throughout the day.



10.3.1-9.3.1. Increase the amount of and improve lighting in coordination with regular maintenance and public infrastructure or placemaking projects.

10.3.2-9.3.2. Increase residential densities in the downtown to encourage businesses to serve customers for longer hours to encourage activity and “eyes on the street”.

10.4-9.4. Activate Promote buildings with non-residential activities and facades with windows increase transparency in the built environment on the street level.

10.4.1-9.4.1. Re-evaluate design standards to encourage more transparency (windows) on ground floors and upper floors.

10.4.2-9.4.2. Coordinate with placemaking and public infrastructure projects to ensure visual connections exist between interior and exterior spaces and provide sufficient lighting in the downtown.

10.4.3-9.4.3. Support Crime Prevention Throughthrough Environmental Design (CPTED) training or full certification for at least one city staff member.

10.5-9.5. Public safety office direct outreach.

10.5.1-9.5.1. Evaluate existing staffing levels for public safety officers and increase capacity, if needed, to ensure the role is adequately supportedensure roles are adequately supported to encourage communication, outreach, and availability of officers downtown.

10.5.2-9.5.2. Consider establishing a downtown ambassador program.

10.5.3-9.5.3. Plan and schedule information sessions and in-person representation availability of public safety officers in the downtown.

10.5.4-9.5.4. Encourage foot and bicycle patrolling of the downtown area so that public safety officers are integrated into the downtown community and are a visual presence.