



Economic Development

Winona has a solid base of economic activity and employment options. The new Comprehensive Plan will look at ways for Winona to maintain and develop its competitive edge. This includes workforce development and necessities such as childcare, recreation, and livability. The plan will also consider physical development, riverfront development, and the commercial harbor.

Goals, Objectives, and Strategies

The following are the goals, objectives and strategies that were identified by the Economic Development 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. Market Winona to the World

- 1.1. Grow and support tourism as an economic development driver.
 - 1.1.1. Craft a high level community identity ~~with-images~~ that invokes joyful emotions by ~~depicting~~ ~~showing~~ Winona as a welcoming, safe, and friendly community with ~~desirable~~ ~~sought-after~~ amenities.
 - 1.1.2. Partner on community promotional efforts to reach diverse tourist markets.
 - 1.1.3. Invest in the city's quality of life amenities that will attract tourism.
- 1.2. ~~Create-Facilitate the creation of~~ a working group comprised of the City, Visit Winona, Winona Chamber, universities, and representatives from businesses, workforce, arts and culture, non-profits, healthcare, and community organizations.
 - 1.2.1. Identify and connect with branding firms that have prepared the messaging for ~~Eau Claire, WI and~~ other cities with strong community brands.
 - 1.2.2. ~~Identify a lead organization from the working group to coordinate financial support, encourage participation, maintain the momentum, and ensure that goals are met.~~
 - 1.2.2.1.2.3. ~~Identify and cultivate local talent to develop and enhance Winona's community brand.~~
 - 1.2.2.1.2.4. ~~Identify target markets (businesses, visitors, residents, etc.) and a unified message for each.~~
 - 1.2.3.1.2.5. ~~Reach consensus on desired marketing platform(s).~~
 - 1.2.4.1.2.6. ~~Create marketing plan, including identifying financial partnership structure and lead implementation entities.~~
 - 1.2.5.1.2.7. ~~Implement marketing plan.~~
 - 1.2.6.1.2.8. ~~Evaluate impact of marketing and reach consensus on any needed modifications.~~

Goal 2. Strong Business Climate



- 2.1. Provide a strong business culture ~~for supporting~~ a diversity of businesses, including ~~those new to business and the seasoned entrepreneurs individuals and entrepreneurs, to start, thrive, and grow.~~
 - 2.1.1. Identify ~~what are the~~ barriers and needs for ~~new businesses and 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 ~~and support~~ entrepreneurs, including those marginalized populations that are often undiscovered, ~~including social entrepreneurs~~.
 - 2.1.4. Work with ~~the "Partners"~~ (public and private ~~entities~~)~~partners~~ to address barriers confronting start-up or expanding businesses, including the following:
 - Develop a plan to alleviate ~~these~~-barriers, address needs, and recruit targeted business~~es~~.
 - Compile and promote resources to help promote the business start-up process.
 - Connect community resources with businesses in need of support.
 - Support a business mentorship program.
 - Provide financial accessibility and services education.
 - 2.1.5. Explore potential community incentives for ~~new and existing~~ businesses to retain and expand the workforce.
 - 2.1.6. ~~Collaborate with~~Coordinate marketing efforts to provide a "hot button" for a business to get answers to "Frequently Asked Questions" (FAQ) and contact numbers for resources.
 - 2.1.7. ~~Partner with local businesses, economic development organizations, and potential funding sources to create incubator spaces and/or programs, including commercial kitchens.~~
 - 2.1.8. ~~Become a leader in addressing the childcare shortage to support the needs of families, employees, and businesses and workforce needs.~~
- 2.2. ~~Increase the safety, efficiency, and productivity of the Commercial City's river Hharbor to support public and private waterborne transportation needs.~~

Goal 3. Development and Redevelopment

- 3.1. Support the highest and best sustainable use of the ~~City's~~ limited land~~-area~~.
 - 3.1.1. Promote growth ~~in areas~~ without compromising 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.
 - 3.1.3. ~~Support reinvestment and reuse of historic buildings.~~



3.1.3.3.1.4. Conduct a fiscal sustainability analysis of existing development regulations and adjust regulations to identify barriers to support achieving the City's economic development goals, services and goals of the community

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 and an emphasis on accessibility) of these amenities.

3.3.3.3.4. Incorporate inclusiveness the history of the Winona area's indigenous peoples and history in investments along the Mississippi riverfront improvements.

Commented [LS1]: Call out box for "Opportunity Winona"

Goal 4. State of the Art Technology

4.1. Assure-Ensure access to state-of-the-art information technology throughout Winona and ensure its ability to meet the people's ever-changing needs of communication needs.

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 electric vehicle (EV) charging stations.



Goal 5. High Quality Cultural, Recreational, and Natural Amenities

- 5.1. Provide cultural, recreational, and natural amenities that attract new businesses, residents, and tourists.
 - 5.1.1. Invest in and promote a higher level of well-designed cultural, recreational and natural 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 adding recreational opportunities.
 - 5.1.5. Complete the second phase of Levee Park and levee improvements.

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Environment & Sustainability

Winona's new Comprehensive Plan will include highlights from the ~~new~~ Natural Resources and Sustainability Plan that is currently being developed. Aspects of the plan will include water resources, stormwater management, open space, alternative energy, climate change, and more.

Goals, Objectives, and Strategies

The following are the goals objectives, and strategies that were identified by the Environment and Sustainability 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. Increased Renewable Energy and Energy Efficiency, Resiliency, and Conservation

- 1.1. Expand renewable energy use, ~~and increase uptake of clean renewable energy~~
 - 1.1.1. Employ direct outreach to the business community to help energy savings and renewable energy adoption measures.
- 1.2. Maximize energy efficiency and conservation measures.
 - 1.2.1. Lead by example as a city by reducing energy consumption, making our municipal buildings energy efficient, and subscribing to renewable energy options where possible.
 - 1.2.2. Connect ~~energy burdened community members~~ with assistance programs intended to lower energy bills.
 - 1.2.3. Engage the community around available programs and grants that will assist energy conservation, efficiency, and renewable energy adoption.
- 1.3. Align actions to achieve city-wide net zero by 2050 goals.
 - 1.3.1. Evaluate and reimagine policies that make both energy efficiency and renewable energy adoption more accessible by prioritizing city-wide net zero.

Commented [LS1]: Insert call out box defining energy burdened. CERT definition – more than 5% of income on energy

Goal 2. ~~Accessibility~~ to Energy Efficient, Multi-Modal ~~Improve~~ Transportation Options

- 2.1. Reduce ~~the~~ community's dependence on automobiles ~~and~~ prioritize opportunities for other modes of transportation.
 - 2.1.1. Encourage walking and biking transportation options through infrastructure ~~improvements~~ and incentives.
- 2.2. More energy efficient forms of transportation are promoted and used whenever possible.
 - 2.2.1. Make improvements to the transportation network and programs through partnerships with state and non-profit organizations, neighboring communities, and residents.



2.2.2. Expand electric vehicle adoption and accessibility while considering unique impacts of electric vehicles on roads.

2.2.2.2.2.3. Consider electrification of the City's bus system.

2.3. 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-and trail networks.

2.3.1. Balance transportation needs with protection of recreational areas and the environment through efficiencies, route evaluations, and limiting pollutants on the roads.

2.4. Those with limited mobility or transportation options are included in transportation-the decision making related to energy-efficient multi-modal transportation.

2.4.1. Become a state leader in accessible transportation by considering accessibility in all transportation decision-making.

Goal 3. Sustainable Water Resource Practices

- 3.1. Work to ensure sustainable use of aquifers.
 - 3.1.1. Protect our groundwater aquifers and drinking water from overuse and pollutants through reduction of use measures and protection of source waters.
 - 3.1.2. Coordinate efforts with local partners, including meeting WinLac One Watershed, One Plan objectives.
 - 3.1.3. Clarify water bills to be more understandable.
 - 3.1.4. Consider tiering of pricing structures.
- 3.2. Protect water quality and aquatic resources such as streams, rivers, lakes, springs, seeps and wetlands to maintain the integrity and quality of the natural environment.
 - 3.2.1. Expand use of native landscaping techniques, educate on the value of water smart plantings, and facilitate incentives for water smart plant installation.
 - 3.2.2. Protect surface waters from pollutants carried in stormwater runoff by implementing best practices for infiltration of stormwater, restoring lakeshores, and reducing impervious surfaces.
 - 3.2.3. Provide public education on runoff impacts.
 - 3.2.4. Work to minimize the use of de-icing chemicals, and monitor chloride levels in water bodies receiving chloride runoff.
- 3.3. Lead by example with city facilities and operations best practices.
 - 3.3.1. Implement water saving fixtures at all City buildings.



- 3.3.2. Implement industry-leading best practices for managing stormwater infrastructure budgeting.
- 3.4. Improve Lake Winona's water quality to ~~meet or exceed~~ achieve state standards or better.
 - 3.4.1. Reduce the phosphorous loads within Lake Winona and its watershed in accordance with the total maximum daily load developed for the lake.
 - 3.4.2. Improve management of Lake Park by increasing native plant buffers, reducing the amount of mowed lawn, and protecting the wetlands.
 - 3.4.3. Provide training to City staff on relevant best practices to reduce runoff.
 - 3.4.4. Control shoreline erosion and restore shoreline in priority areas.
 - 3.4.5. Implement ~~and expand~~ the waterfowl management plan to control the goose population.

Goal 4. Waste Reduction and Reuse

- 4.1. Follow the reduce > reuse >recycle hierarchy to minimize waste for residential, institutional, and commercial users.
 - 4.1.1. Support strengthening of Winona County's recycling programs.
 - 4.1.2. Improve disposal processes and compliance.
 - 4.1.3. Reduce waste production through re-use of materials and material exchange.
 - 4.1.4. Reduce construction and demolition waste and implement reuse initiatives.
 - 4.1.4.1.5. Add recycling containers in city buildings, parks, and the downtown.
- 4.2. Options for management of organic waste and compost materials will become more available.
 - 4.2.1. Explore and implement ~~a~~an organics recycling food composting program or campaign.

Goal 5. Sustainable Stewardship of Winona's Natural Resources

- 5.1. Work cooperatively with other units of government, institutions and organizations to manage growth without compromising the natural environment.
 - 5.1.1. Manage wildlife and invasive species with local partners, such as the United States Fish and Wildlife Service and the Department of Natural Resources.
- 5.2. Protect the ecological integrity of the river corridor, bluff land areas and steep slopes, and other valued resources.
 - 5.2.1. Establish long range plans for natural resources in public spaces.



- 5.2.2. Budget to maintain and protect existing natural areas.
- 5.3. Lead in environmental protection standards.
 - 5.3.1. Utilize best practices to protect or enhance ecosystems and bluff land, waterways, and shoreline restoration.
 - 5.3.2. Meet or exceed state standards for environmental protection.
- 5.4. Increase and restore natural ecosystems.
 - 5.4.1. Restore urban tree coverage-canopy through tree planting.
 - 5.4.2. Maintain existing trees in line with industry best practices to ensure a healthy tree canopy.
 - 5.4.3. Establish protective ordinances and public education for maintaining a healthy tree canopy on private land.
- 5.5. Educate the community about sustainable stewardship.
 - 5.5.1. Utilize park programming, sessions in schools, and other community events to meet people where they are and provide valuable education connections.

Goal 6. Local Food Production and Access

- 6.1. Support local food for health, food scarcity, economic, and environmental benefits.
 - 6.1.1. Support the creation of resource hubs and food libraries to access locally grown foods and connect local vendors to market opportunities.
 - 6.1.2. Evaluate and improve city codes to make local food, gardening, individual foraging, and harvesting more accessible.
- 6.2. Any utilization of public land for community gardening food harvest and production should follow sustainable principles.
 - 6.2.1. Expand access to community gardening.
 - 6.2.2. Provide education to build residents' knowledge of community gardening.

Goal 7. Communication, Implementation, and Evaluation of Sustainability Efforts

- 7.1. Foster Environmental Stewardship.
 - 7.1.1. Public communication about sustainability and resilience with the public about sustainability and stewardship.
- 7.2. Accountability and engagement, within the city and externally, to ensure-promote plan implementation and behavior change.
 - 7.2.1. Review and refine process through an annual or biennial review.



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- 7.2.2. Expand sustainability education, training, and practices among city employees.
- 7.2.3. Establish a City of Winona Sustainability Commission.
- 7.3. Bolster the resilience of physical infrastructure and awareness about how to prepare and act in the event of shocks or stressors.
 - 7.3.1. Develop extreme weather preparation strategies in response to climate change.
 - 7.3.2. Proactively pursue projects to promote infrastructure resiliency.
 - 7.3.3. Conduct a community climate change and resiliency assessment.
- 7.4. Evaluate potential environment justice issues.
 - 7.4.1. Evaluate new developments through the lens of environmental justice [to gain an understanding of the environmental impacts of development.](#)
 - 7.4.2. Consider ways to [Address](#) environmental justice issues (such as inequitable tree cover, affordable and adequate housing access, drainage and pollutants) by budgeting for planning, remediation, and implementation.

Heritage Preservation

Winona is rich in historic resources, and the new Comprehensive Plan will connect historical preservation to economic development and reinvestment in the city core. The plan will also explore historic preservation in regard to neighborhood identities and development practices.

Goals, Objectives, and Strategies

The following are the goals, objectives and strategies that were identified by the Heritage Preservation 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. Expanded Knowledge of Winona's Heritage

- 1.1. Review and update the existing historic context studies ~~of Winona~~.
 - 1.1.1. Develop a historic context survey for indigenous and underrepresented peoples in Winona.
 - 1.1.2. Develop a post-WWII historic context survey for Winona.
 - 1.1.2.1.1.3. Develop historic landscape context study for Winona's unique setting and landscapes.
 - 1.1.3.1.1.4. Implement updated historic surveys ~~for Winona~~ either citywide or by subsection of the City.
 - 1.1.4. Partner with organizations employing qualified preservation consultants/staff (e.g. Winona County Historical Society) to develop appropriate documentation to be created and utilized.
- 1.2. Create and implement a campaign for ~~the Winona's~~ invisible history ~~of Winona~~ to tell the stories of indigenous peoples, past peoples, buildings, and events, and peoples from the past, that are no longer extant.
 - 1.2.1. Partner with organizations employing qualified preservation consultants/staff (e.g. Winona County Historical Society, Dakota Unity Alliance) to develop appropriate documentation to be created and utilized.
- 1.3. The City of Winona's HPC shall maintain a list of priority projects and properties for local and/or National Register designation.
 - 1.3.1. The Winona HPC shall review this list annually.
 - 1.3.2. The Winona HPC shall use this list to submit its budget request to the Winona City Council and support grant applications.
- 1.4. The City of Winona should seek to develop two eligibility determinations or nominations on an annual basis through the priority projects list.

- 1.4.1. The Winona HPC shall submit two projects annually in its budget request to the Winona City Council.
- 1.4.2. The Winona HPC shall apply for internal and external funding based on the priority projects list.
- 1.5. Nominations for local designation should be balanced with local financial incentives.
 - 1.5.1. Implementation of the Financial Incentives, Education, and Outreach plan and updated local funding options should be developed, reviewed, and implemented concurrently with local designations.
 - 1.5.2. The strategic communications plan shall include additional financial incentive outreach to locally designated property owners.
- 1.6. Nominations for local designation should be prioritized for those districts and properties with an interest in local designation.
 - 1.6.1. 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.
 - 1.6.2. The Winona HPC shall update its priority list to reflect interest from local property owners in potential local designation.
- 1.7. Continue to support the Winona County Historical Society [\(WCHS\)](#).
 - 1.7.1. The City of Winona should continue to be a financial supporter of the Winona County Historical Society on an annual basis.
 - 1.7.2. The City of Winona should explore creative funding opportunities and grant partnership opportunities between the Heritage Preservation Commission and the Winona County Historical Society.
 - 1.7.3. The Winona HPC should utilize the expertise at the Winona County Historical Society for content development support.
 - 1.7.4. Support the exhibit strategic plan (2020) of the WCHS.
 - 1.7.5. Collaborate on exhibits related to City projects or history.
 - 1.7.6. Directly support public programming financially.

Goal 2. Increased Visibility and Awareness of Winona's Heritage

- 2.1. Implement a communications plan for the heritage of Winona, [including indigenous peoples](#).
 - 2.1.1. Develop and implement a comprehensive communication plan for the heritage of Winona.
 - 2.1.2. 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.

- 2.1.3. Implement the City of Winona's branding standards for heritage communications.
- 2.1.4. Incorporate underrepresented groups'/populations' histories in the documentation created in the communications plan.
- 2.2. Create online storymaps and GIS-narrative stories and maps that can easily be shared digitally.
 - 2.2.1. Require Geographic Information System (GIS) information and files for future updated or new surveys.
 - 2.2.2. Include storymaps-online narrative stories as a part of the Heritage Preservation Commission's communications plan.
 - 2.2.3. Identify and work with partners to create GIS maps.
- 2.3. Incorporate placemaking and streetscaping into public infrastructure investments to create a sense of place in Winona's historic districts.
 - 2.3.1. Create an historic district and site standard for interpretive signage and points of interest under a unified signage/streetscape plan for Winona.
 - 2.3.2. Implement a "heritage streets" program that enhances downtown and maintains its paving stones and other historic elements.
- 2.4. Develop a comprehensive signage plan for Winona's historic districts and sites.
 - 2.4.1. Incorporate signage for historic districts and sites as part of the annual budget request from the appropriate department budget for the City of Winona.
 - 2.4.2. Incorporate signage into missing locations. Develop a standard to show for showing "what used to be here" and "who used to be here," including indigenous peoples, in vacant parcels, parks, and other interpretive locations.
 - 2.4.3. The Winona HPC and Winona County Historical society should partner on consistent signage standards in the City of Winona.
 - 2.4.4. Signage should be developed with accessibility as a priority.
- 2.5. Send direct mailDirectly communicate to owners of designated and eligible historic sites to explain pros and cons of National Register of Historic Places (NRHP) and local designation, and process for designation.
 - 2.5.1. 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.

- 2.5.2. The Winona HPC shall update its priority list to reflect interest from local property owners in potential local designation.
- 2.6. Implement a strategic education plan on a yearly basis.
 - 2.6.1. Develop an education series that includes in-person forums for historic property owners and business owners in historic properties.
 - 2.6.2. Develop education materials to be available online and distributed with partners (e.g. Main Street and Winona Area Chamber of Commerce).
 - 2.6.3. Develop an education series that includes in-person forums for those interested in learning about the heritage planning process.
 - 2.6.4. Identify and work with partners (e.g. Main Streets, Rethos, Winona County Historical Society) to create educational content.
 - 2.6.5. Partner with organizations to incorporate and address underrepresented communities in educational content.

Goal 3. Historic Property Reinvestment

- 3.1. Coordinate and foster “historic property owner support group.”
 - 3.1.1. Develop an education series that includes in-person forums for historic property owners with partner organizations (e.g. Main Street, Rethos, and Winona County Historical Society).
 - 3.1.2. Host in-person and online gatherings for historic property owners to network.
 - 3.1.3. Create a shared “tool library”/makerspace ~~to provide where people have~~ access ~~for to tools and~~ learning ~~resources, and in order to promote historic property~~ repairs by ~~historic~~ property owners and businesses.
- 3.2. Develop more local financial incentive programs.
 - 3.2.1. Recycle Downtown Revolving Loan Fund’s existing monies to a new organization.
 - 3.2.2. Create a new local investment fund that can be accessed by heritage properties.
 - 3.2.3. Create local tax incentive programs for reinvestment in historic properties.
 - 3.2.4. Create or explore a downtown reinvestment fund using new funding streams (e.g. parking improvement district).
 - 3.2.5. Facilitate easier access to new financial incentive programs.
- 3.3. Communicate the financial incentives that exist in a clearly understood, consistent manner.
 - 3.3.1. Implement the Financial Incentives, Education, and Outreach Plan.
 - 3.3.2. Solicit feedback on the ease of use and access on an annual basis.

- 3.4. Advocate for programs at the county, state, and federal level for financial incentives.
- 3.5. Relax and remove zoning regulations that prohibit reinvestment in historic properties (e.g. site dimension standards, lot area standards, parking requirements).

Goal 4. Infill Development that Supports the Downtown Historic Districts

- 4.1. Explore zoning incentives and changes.
 - 4.1.1. Re-assess Design Standards in the Unified Development Code and the Downtown Design Guidelines for cohesion and complementary standards.
 - 4.1.2. Consider codification of historic design guidelines where feasible (e.g. signage requirements) in the Unified Development Code.
 - 4.1.3. Identify and address zoning and other regulatory barriers preventing reinvestment in underutilized and vacant parcels.
 - 4.1.4. Implement land use standards and ordinances that are context-sensitive and reflect Winona's historic built pattern and development pattern (e.g. subdivision standards, street design, and zoning requirements).
- 4.2. Identify underutilized/vacant parcels; partner with Opportunity Winona and others to increase utilization.
 - 4.2.1. Collaborate with property owners and other stakeholders to prioritize soliciting development proposals in downtown and historic districts.

Goal 5. Decreased Demolition ~~by Neglect~~

- 5.1. Decrease demolition by neglect
 - 5.1.1. Explore ordinance changes and create a regulatory framework to compel maintenance of buildings.
 - 5.1.2. Create a clear process for determining neglect and directing properties through support programs.
 - 5.1.3. Codify maintenance and demolition by neglect ordinance language to be in concert with the Unified Development Code.
- 5.2. Maintain an existing building stock survey analyzing the condition of eligible and designated properties.
 - 5.2.1. Develop a property survey system to classify main elements of properties based on current maintenance.
 - 5.2.2. Update building stock survey regularly to reflect changes over time.
- 5.3. Salvage reusable and valuable building materials (where does it go?).

- 5.3.1. Partner with statewide programs for deconstruction and future sale and reuse of historic building materials.
- 5.3.2. Partner with the Winona County Historical Society for salvaged reuse in education exhibits where appropriate.
- 5.4. Deconstruction as a “green demolition step” for older buildings.
 - 5.4.1. Require reuse of historic building materials where available for new construction on recently deconstructed historic sites as appropriate (e.g. reused historic flooring, limestone substituted for cement, etc.).
 - 5.4.2. Encourage distribution of historic assets through sales to the public where appropriate.
 - 5.4.3. Reevaluate the demolition standards for the City of Winona.
- 5.5. HPC review of buildings older than 50 years for demolition permits vs deconstruction.
 - 5.5.1. Re-write City Code to require an eligibility determination for buildings older than 50 years old proposed for demolition.
 - 5.5.2. Re-write City Code to require deconstruction of properties determined to be eligible for local significance or the National Register of Historic Places.



Housing & Neighborhoods

The Comprehensive Plan Update will address housing choice in the City of Winona to help create more homes for people. The plan will address gaps in housing supply and identify distinct characteristics and needs of neighborhoods across the city.

Goals, Objectives, and Strategies

The following are the goals, objectives and strategies that were identified by the Housing & Neighborhoods 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. Balanced Supply of Housing Choices

- 1.1. Expand the housing types allowed in residential ~~and commercial~~mixed use zoning districts.
 - 1.1.1. 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.
 - 1.1.2. Evaluate amending ~~zoning in~~ commercial and light ~~industrial~~ manufacturing zoning ~~areas~~districts to allow for new residential homes.
 - 1.1.3. ~~From time to time, staff to evaluate~~ Winona's evolving development patterns and housing needs/market to update land use designations on the comprehensive plan's future land use map ~~when appropriate on a regular basis~~.
 - 1.1.4. ~~Evaluate the area blocks around the WSU campus and downtown related to rental housing; when a particular block is comprised of 60% or more consists of significantly more than 30% of non-owner occupied rental houses rentals; consider allowing the possibility for the remaining homes to attain rental certification, rezoning to R-3 while considering recognizing the intent and purpose of the City's 30% rental houses ordinance.~~
- 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~~accessory dwelling units, 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.



- 1.3. Establish initiatives to construct and rehabilitate a broad mix of housing types that are attainable to all income levels.
 - 1.3.1. Utilize the initiatives and resources outlined in the City of Winona Housing Task Force Recommendations, as adopted by the City Council in 2017.

Goal 2. Integrated Mixed Income Neighborhoods that Reduce 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.
 - 2.1.5.2.1.6. Consult those who live in subsidized housing to determine wants and needs in the development of new housing options.

Goal 3. Expanded Housing Development Options

- 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, such as accessory dwelling units (ADUs), move-up homes, single family homes, duplexes, triplexes, artist live/work space, that are 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 front on former commercial/industrial properties.
 - 3.1.4. Consider allowing new residential buildings 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 abandoned 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. Increase the flexibility of residential zoning standards to eliminate development barriers to new housing development.
 - 3.2.1. Evaluate the City's current "curb cut" policy and how the policy affects infill residential development, creation of a variety of homes, and density.
 - 3.2.2. Re-eEvaluate development zoning regulations to provide greater development flexibility for single-family homeowners to create additional housing units (accessory dwelling units, duplexes, triplexes).
 - 3.2.3. Evaluate residential parking minimums—allow developers to prove the amount of parking their housing product needs is less than the minimum requirement by conducting a parking/market analysis.
 - 3.2.4. Examine Evaluate the Bluffland Protection Overlay District, including comparison with other cities' bluffland protection regulations, for bluffland areas that are not visible from the Mississippi River Valley to evaluate whether for any of the standards are that may be overly restrictive to development, while still prioritizing environmental considerations that informed development of the ordinance.
- 3.3. 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.
 - 3.3.1. Consider the use of tax abatement and tax increment financing (TIF) to incentivize the development and rehabilitation of homes to ensure that homes are attainable to all income levels.
 - 3.3.2. Consider creating a Land Trust to support the creation of new affordable home options.
 - 3.3.3. Support the use of universal design principles to allow for accessible ility homes, by encouraging construction of barrier-free, such as single-level homes, no-step entries, wide doorways and hallways, and larger, accessible bathrooms.
 - 3.3.4. 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.
 - 3.3.5. Promote development of both owner-occupied and rental housing options including enhancement of rental opportunities for families with children.
 - 3.3.6. Consider establishing a program to purchase land for the development of homes in the city core.

Commented [LS1]: Insert Land Trust call out box



- 3.3.7. 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, & Character of Existing Homes & 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 Continue to enforce the City's substandard building and yard maintenance ordinances while providing potential access to financial assistance and/or supportive services.

4.1.1.4.1.2. Review current ordinances to allow relating to non-traditional ground cover and native species plantings in yard areas and tree preservation.

4.1.2.4.1.3. Encourage households to have home energy audits performed.

4.1.3.4.1.4. Promote green building standards, building science principles, and low-impact development technologies to minimize storm water runoff and improve energy efficiency.

4.1.4.4.1.5. Encourage historic preservation and appropriate rehabilitation of historic buildings for housing and complementary uses.

4.1.6. Promote safe neighborhoods that are easy to move around in without an automobile.

4.1.5.4.1.7. Intermittently Periodically provide informational materials to property home owners within or adjacent to Natural State Areas (NSAs) to ensure these areas are not disturbed.

- 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. Encourage increased communication between rental housing property owners/managers, renters/college students, and neighbors.

4.2.4. Continue to provide educational information and resources to property/home owners about home maintenance and repair and renovation assistance programs.

4.2.5. Partner with secondary and post-secondary institutions to increase the construction field workforce and reduce development costs.



- 4.2.6. 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, as identified in recent housing studies.
- 4.2.7. Proactively evaluate funding sources and provide incentives to preserve the integrity and character of homes through rehabilitation.

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 adoption of 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 less than 50% of the area median income annually.
 - 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 Develop 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, disabledthose with special needs, 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 to support 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 the creationng of a Local Housing Trust Fund (LHTF).
- 6.2. Promote initiatives to increase the housing supply for first-time homebuyers.
 - 6.2.1. Encourage-Support the construction of new homes of all types to encourage existing homeowners to become move-up buyers, which then opens up the market for existing single-family homes for-to 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.

Commented [CE2]: Define Housing Land Trust in Call Out Box

Commented [CE3]: Define Local Housing Trust Fund in Call Out Box